Library Sub–element

City of Sunnyvale General Plan

Department of Libraries
Sunnyvale, California

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This sub-slement complies with California Government Code Section 65303 and was adopted by the Sunnyvale City Council on April 8, 2003.

Library Sub–element

City of Sunnyvale General Plan

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Overview

The library Sub-element is one of 23 components of the City of Sunnyvale General Plan. It is part of the broader Cultural Element of the General Plan that includes Recreation, Heritage Preservation and the Arts. The Cultural Element of the Sunnyvale General Plan is a set of long-term goals and policies geared toward providing a diversity of opportunities for leisure and intellectual pursuits which contribute to the quality of life for all residents. The philosophy of the Cultural Element is that the City of Sunnyvale offers its residents more than just a place to live and work. Sunnyvale provides a wide range of programs, services, resources and events to promote recreation, library use, historic preservation and other cultural activities.

The Sunnyvale Public Library

Beginning

The first Public Library was established in the town of Sunnyvale on May 7, 1914, when a petition bearing the signatures of 177 residents was presented to the town's Board of Trustees. In January 1916, the Librarian reported to the Library Board that the Library had 426 borrowers and had received 366 new books in the preceding year. In November 1917, the Board of Town Trustees contracted with the Santa Clara Free County Library to receive 350 books for the sum of $159.75, thus becoming a member of the County Library System with full privileges.

> When I got my library card, that was when my life began.
>
> –Rita Mae Brown

In 1923, a two-year lease was signed for the ground floor of the Wright Building on Murphy Avenue. The Library and its materials were heavily used. The report for FY 1932/1933 showed that the Library contained 4,664 volumes, had 1,533 registered borrowers and circulated 33,345 books.

Growth of the Library

During the late 1950s in response to the needs of the City's fast-growing population, the City Council decided that the City should operate its own library. The City ended its contract with the Santa Clara County Library in October 1960. A building of 20,000 square feet was constructed on the present Olive Avenue site. The Library occupied 17,500 square feet in the building and the City Council Chambers occupied the remaining space. The Library opened its doors in November 1960.

The Main Library was expanded in 1970 with the addition of 21,000 square feet to the existing building and the Council Chambers were moved to the new City Hall.

By 1975 the City had 102,154 residents and the Library had 191,904 books. A small branch library was set up in the north Sunnyvale as a pilot project. The branch was closed as a result of budget cuts after the passage of Proposition 13. At the same time, the main library open hours were reduced from 69 hours a week to 59 hours a week.

In 1979, a space study of the civic center building by a consulting firm showed the Library to be two-thirds the size needed to serve the projected population of 114,000. The City Council approved a master plan for expanding the Library in 1982 to add 19,000 square feet for increased patron seating, shelving, staff work space and a program room, as well as modifying the building to meet earthquake safety and handicapped access requirements.

Construction began in August 1983 and was completed in January 1985. The remodeled Library was dedicated in June 1985 and, as part of the ceremonies, a time capsule was buried which will be opened in the year 2085. Soon after, Library hours were increased to 68 hours per week. In June 1987, the parking lot was expanded to double its former size.

In 1998, a Library renovation project was completed, making better use of existing space. The Library carpet was replaced. New shelving was installed. Non-English language materials, compact discs and videocassettes were relocated to more visible and accessible areas of the building. Data wiring was installed for the Library online public catalog and for customer access to the Internet and other electronic resources. Older furnishings were replaced and the number of chairs for Library visitors was increased from 335 to 475. A new signage system was installed and a new childrens' service desk was added.

Patent and Trademark Services

The Sunnyvale Library is one of 87 Patent and Trademark Depository Libraries in the United States. The U.S. Patent and Trademark office provides a core collection of materials to these libraries, which are then required to give free reference assistance to the public. Patent and Trademark Depository Libraries are used by independent inventors and also by individuals with an interest in monitoring and protecting intellectual property.

The City Council authorized the establishment of a Patent Library in 1965 to be operated under the direction of the City Librarian. The Library was housed in a former fire station until 1970, when it moved into the newly remodeled main Library. This Library became widely used and known as a regional resource. As a result of a study authorized by the Council in 1980, the Patent Library was recognized as the Patent Information Clearinghouse and moved to the Raynor Activity Center with the charge to provide patents and trademarks for the public and to develop fiscal self-sufficiency for all services through the sale of copies of patents. For a time, the goal of fiscal self-sufficiency was successfully fulfilled. However, as early as 1993, evolving technology jeopardized the fiscal self-sufficiency of the Patent Information Clearinghouse through new formats for the distribution of patents.

In 1994, the City of Sunnyvale and the U.S. Patent and Trademark office formed a partnership to provide an array of expanded intellectual property services throughout the western United States and the Pacific Rim. These services included direct interactions with patent examiners through visits to Sunnyvale and videoconferencing capabilities. This partnership was launched as the Sunnyvale Center for Innovation, Invention and Ideas (Sc[i]^3). At this time Sc[i]^3 moved into office space in the civic center campus, which was a more central location in the city. From the beginning of the partnership, Sc[i]^3 was required by Council to operate as a business with the goal of fiscal self-sufficiency to recover all costs for both partnership activities and providing free reference services to the public under the Patent and Trademark Depository Library Program.

In the late 1990s the Internet provided platforms for products and services that were seriously competitive to Sc[i]^3 business activities. Once again, the fiscal self-sufficiency of patent services was jeopardized. After a careful campaign to determine if Sc[i]^3 could be fully self-sustaining, Council determined in 2001 that Sc[i]^3 should be redesigned and integrated into the Library. In this

location, Sc[i]³ continues to partner with the U.S. Patent and Trademark office to provide intellectual property services and continues to provide materials and reference assistance as a Patent and Trademark Depository Library. There is more visibility for Sc[i]³ in the Library and patent/trademark researchers now have the benefit of access to intellectual property materials 68 hours a week in addition to proximity to the Library's business and technology reference collections. On-going reference services for these researchers have been absorbed into the Adult Services program of the Library. The fee based business services are expected to be self-sufficient in the future.

Bookmobile

Bookmobile service was instituted in 1973. The Bookmobile operated on a full-scale basis until 1978 when the service was eliminated because of budget cuts necessitated by passage of Proposition 13.

Bookmobile service was reinstated in June 1982 as a part time Library program, serving the community on Tuesday, Wednesday and Thursday each week. A replacement bookmobile was purchased and put into service in 1998. At that time Council determined that increased bookmobile services were not necessary. Library staff have explored new ways of reaching potential bookmobile users within existing resources through improved collections, programs and special stops for short-term events. Use of the bookmobile has increased as a result.

Automation

The Library's first automated circulation system was installed in 1970. Materials were checked out using key punched cards and this system provided information about Library use never before available.

An online integrated library system was installed in 1987. In an integrated system, all functions are connected and changes in one area will be shown in each of the others. Ordering, cataloging, reserves, check-out, check-in, and the online catalog use the same real-time information.

Following installation of the online checkout system and public catalog in January 1988, the card catalog was removed. During the last decade more functions have been added to the online integrated library system. These include telephone notification to customers about overdue materials and reserves, machines that enable customers to check out their own Library materials and Web-based library access to the Library catalog and borrower accounts.

The 1990 Sub–element

The previous Library Sub–element of the General Plan was adopted by the City Council on February 6, 1990. The majority of goals in the 1990 Library Sub–element have been accomplished.

The most important of these achievements are:

- Completion of the Library Space Optimization Capital Project including installation of a new signage system.
- Refocusing the measurement of success in providing relevant materials for customers from monitoring the size of the collection to implementing surveys that ask Library visitors if they found what they were looking for.
- Increasing awareness of library services to the Hispanic community in Sunnyvale as part of the California State Library grant funded "Partnership for change" program.
- Responding to new formats for library services by adding customer Internet access, e-books, and DVDs.
- Integrating services and materials about intellectual property into the Library.
- Providing materials about Sunnyvale history and government for the community.
- Providing remote access to the Library catalog first through dial-up access and then through Web-based access.
- Responding to nearly all requests for reference information from customers on the same day.
- Acceptance of a bequest to provide music listening stations and a substantial number of compact discs for the appreciation of classical music.
- Participating as a partner and providing a site for a Fremont Adult Education Literacy program.

There were two more important study issues which originated with the 1990 Library Sub-element. One study carefully evaluated the non-resident use of the Sunnyvale Library. In the early 1990s, non-resident use of the Sunnyvale Library exceeded resident use of other area libraries. During the past decade, the situation has reversed and Sunnyvale residents use of other libraries exceeds non-resident use of this facility. Under universal borrowing agreements, people in California may use any public library. Choices about library use are often based on where people work and spend their leisure time and also the scope of different collections in regional libraries. Trends of library use change over time.

The other study analyzed the scope and use of library philatelic collection. Through this study it was determined to transfer this collection to the Friends of the Western Philatelic Library, an organization currently housed at the Raynor Center. The transfer contributed to maximizing space in the Library for seating and shelving.

> **The library is a temple of learning, and learning has liberated more people than all the wars in history.**
>
> **–Carl Rowden**

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Summary of the 2003 Sub–element

Introduction

The Sunnyvale Public Library is a vibrant community space where the public has equal access to a vast diversity of ideas, information, knowledge and entertainment. Services, programs and collections are designed to inform and delight residents of all ages, backgrounds and educational levels. A public library provides a way for all of us to have access to that which none of us could have individually. It is a cost-effective way to share the resources necessary to build an informed community. It is a place where each individual is welcome to pursue personal interests, support educational pursuits and develop a love of knowledge and reading.

The Sunnyvale Public Library is a vibrant community space where the public has equal access to a vast diversity of ideas, information, knowledge and entertainment.

The Sunnyvale Public Library operates as a department of the City of Sunnyvale. The Board of Library Trustees, established in the City Charter, serves in an advisory capacity to the Director of Libraries and the City Council. The Board represents the interests of the community as it reviews library services, budget and policies.

There are 179 public library jurisdictions in the State of California. Sunnyvale's is one of the 115 which are operated as city libraries. The Library participates in a number of state and federal programs through the California State Library including participation in the Silicon Valley Library System and the Golden Gateway Library Network.

Library use in Sunnyvale has been high for more than a decade. The Library is consistently among the top five California public libraries in communities of similar size in terms of number of items circulated per capita. Library use ebbs and flows with the economy, community education levels and in relation to library conditions in neighboring communities. At the time of this writing, Sunnyvale Public Library is experiencing a sustained period of growth in use of materials, an increase of 20 percent in the last year alone.

A public library provides a way for all of us to have access to that which none of us could have individually.

The proliferation of information technologies has transformed public libraries in the past decade. Significant demographic changes in California during this time have compounded the changes libraries must make as they try to meet the goal of providing what the community wants, in the format they prefer, at the time it is desired. These changes will continue. At the same time, in California, school libraries have continued to languish, with insufficient funds for purchase of new materials and a lack of professionally trained staff. A healthy library environment includes school, public, academic and special (corporate) libraries. When public school libraries are inadequate, demands are placed on public library collections which cannot be met.

As information becomes increasingly ubiquitous, library services must necessarily respond by offering new formats and methods for accessing information. Over the last five years information technologies have changed the way library users check out materials, access their records, find magazine

Over the last five years information technologies have changed the way library users check out materials, access their records, find magazine articles and request reference service.

articles and request reference service, just to name a few. Wireless communication, electronic books, customizable interfaces for library catalogs and the miniaturization of technology indicate that changes of this sort will increase dramatically.

Another aspect of the library transformation has to do with the increased multicultural diversity of our community. Sunnyvale Library now provides materials in 13 languages other than English and plans to add more. This has a positive impact on the community as we build bridges between many residents from diverse backgrounds. At the same time it poses challenges as customer service depends on staff ability to work in a multilingual environment.

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It is both an exciting and challenging time to be working in a public library. This sub-element is designed to clarify the issues impacting the provision of high quality library service and to set guidelines which will allow the Library to continue to change to reflect community needs while remaining true to the values of the American public library.

Current Trends

A number of societal trends affect how library service will be provided in the future. These trends affect nearly every aspect of life in California and are considered throughout this document. One example is the changing population both in terms of its ethnic diversity and the aging of the Baby Boomer generation. The continuing importance of lifelong learning is evidenced through a rising demand for support of early childhood literacy and the continuing use of the Library by all age groups. Another trend is the changing technologies and the shift from a dependence on print materials to a preference for real-time information in audio-visual formats.

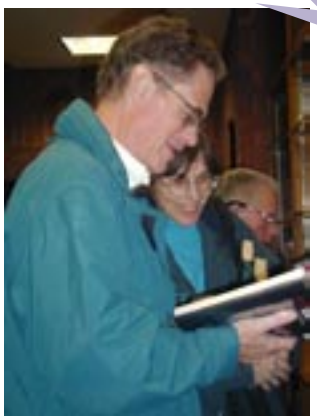
The changing nature of information due to digitization requires librarians to have a vastly different skills set than was required even 20 years ago. Customer expectations are that library services can keep pace with these changes. At the same time the majority of library professionals are nearing retirement age making it essential that a new generation of library professionals take the lead in merging the valuable traditions of library service with new possibilities.

Several challenges within the library field itself will impact Sunnyvale's library services in the next decade. The first is the need to ensure free access to information in libraries. The Internet has made more information available in one place (the computer monitor) than ever before. However, the digitization and electronic transmission of information has also introduced potential barriers to access in the future through pay-per-view criteria and challenges to copyright, fair use and First Sale principles which have been cornerstones of library service. National and state legislative attempts to limit access have become more frequent as political ideologies and current issues threaten citizens rights to obtain information.

California school libraries have never recovered from the impact of Proposition 13 in 1978. Lack of consistent funding for materials and an absence of library professionals has left our children with many outdated materials and little library instruction. The result impacts not only school performance and achievement but also the public library's ability to provide appropriate service to all residents. The expectation on the part of the community is that the public library should do what the schools can't. This presents challenges in terms of funding and requires that public librarians provide a different array of services in part aimed at providing library skills instruction to a generation which reached adulthood without it.

Across the country, libraries are finding creative ways to develop and implement programs to meet the needs of youth in the community. Exciting teen spaces and programs are being developed which compliment their educational pursuits as well as provide a safe environment for leisure time activities on their terms. Children's library spaces, too, are changing to reflect the needs of children at various stages of intellectual development.

All these factors are reflected in the Goals, Policies and Action Statements in this document.



Major Findings

The major findings which follow summarize the information provided in the body of the Library Sub-element. These findings are the basis for the Goals, Policies and Action Statements found in this document. They demonstrate both the external conditions in the community and the internal or current state of library service. The internal findings fell into six areas. The goals for the sub-element are focused on six areas.

Community Demographics

Sunnyvale's population is in a long period of demographic change and library services are designed to respond to these changes:

a. The population of the City of Sunnyvale grew from 117,229 in the 1990 census to 131,760 in 2000. This is an increase of 12.4 percent. In the same time period the circulation of Library materials increased by 53.3 percent.

b. Along with this growth came a significant change in the multi-ethnic composition of the population. During this decade Sunnyvale became a "minority-majority" community. As a result, the population is comprised of 46.46 percent Caucasians, 32.39 percent Asians (the largest groups being Asian Indian and Chinese), and 15.47 percent Hispanic/Latino. Almost 20 percent of the community speak a language other than English at home. Nearly 40 percent of residents are foreign-born.

c. Two segments of the population grew significantly during the decade. People aged 19 years or younger grew from 24,600 to 29,131 while those aged 35 to 64 increased by more than 8,000. This seems to indicate a growth in the number of families with children. Increased demand for all children's services and the need for more responsive teen services are consistent with this growth.

d. A high degree of mobility among residents means that there are many newcomers to the City at any given time. This mobility is evidenced by the number of Sunnyvale residents who use neighboring libraries, the number of non-resident library card holders in Sunnyvale and the continuous registration and orientation provided to new Library customers.

e. Nearly 60 percent of Sunnyvale residents identify themselves as working in Management/Professional jobs and 19.4 percent work in sales/office occupations. A large number of Sunnyvale residents are knowledge workers. They are likely to pursue continuing education, participate in the creation of new ideas and use the Library often for the pursuit of lifelong learning.

Library Use

Three use statistics, among the many collected, capture the overall activity level of the Sunnyvale Library:

a. The number of library visits per capita has remained steady over the past decade between 6.32 and 6.25. In FY 2001/2002 this translated to an average of 2,380 walk-in customers per day. It is not possible to quantify the number of "virtual" library uses - represented by those people who use the Library Web site to check on materials availability, perform research, learn about programs, check their borrower records or use the Library's Web links as a way to search the Internet. It is noteworthy that the Library's Web pages receive the most hits of all City pages. People use the Library for a variety of purposes. Those mentioned most frequently in a recent survey were to: take out books for adults, videos or DVDs, use reference materials, read or study, take out children's books, take out music CDs, use computers, take out recorded books, and attend library programs and events.

b. In June 2002 there were 83,808 registered cardholders at Sunnyvale Public Library, and 53,509 of the current cardholders were Sunnyvale residents. It is not necessary to have a library card in order to use the Library building facilities and services, read Library materials or attend programs. A card is required, however, to check out materials, and to access subscription data bases from home. A library card is free to any resident of California with proof of residence.

c. In FY 2001/2002 1,709,468 items were borrowed from the Library, an increase of 53.3 percent over FY 1990/1991. This percentage increase is more than four times the percentage increase in the population. This growth in circulation merits consideration because it occurred at a time when many people were predicting the demise of the library in the belief that "everything is on the Internet." In fact, libraries began offering Internet access as a new, additional service which has become extremely popular. The use of Internet resources in the library is not counted in any statistical measure of library productivity. Sunnyvale Public Library currently provides over 120,000 hours of access annually to the Internet as a whole and to numerous proprietary databases available on the Internet through our subscriptions.

Collections

The concept of library collections continues to evolve as technology provides us with new formats and information delivery methods. Books, books on tape and compact disc, music compact discs, electronic books for both computer use and downloading to portable devices, video cassettes and DVDs , magazines and newspapers, and digital resources developed in-house comprise the current array of materials offered to satisfy the information needs of our community.

a. All professional staff members have responsibility for some part of the Library collection, using their own specialized knowledge and experience, combined with that of the others, to enhance the entire collection. Sunnyvale Library is often cited by our users as having "the best collection" among area libraries.

b. There is an advantage to having only one library facility to serve a community the size of Sunnyvale – there is no need to duplicate basic resources in a number of locations. This allows the Library to use all resources to build one comprehensive collection more likely to serve the diverse opinions and intellectual pursuit of our residents.

c. One measure of the value of a library collection is the turnover rate of library materials. This represents the average number of times each item is used. In the last decade the turnover rate has increased from 3.76 to 6.4 reflecting the Library's active program of weeding outdated materials and supplying high-demand/high-interest materials.

d. The collection can be broken down into distinct parts: children's materials, reference collection, educational support and popular materials.

Finding and Using Library Materials

A primary purpose of the Sunnyvale Library is assisting customers to locate the information and materials they need. Librarians evaluate, collect and manage information and materials to fulfill this goal.

a. Librarians are trained to "interview" customers to completely understand their information needs and respond with appropriate resources. Traditionally this was accomplished at a reference desk. Once again, technology has provided new means by which assistance can be provided. Currently Sunnyvale librarians provide assistance in person, by telephone, by mail, by fax, email and live online.

b. Fluctuations in the demand for reference services occur regularly. Currently the Library is experiencing a rising demand for children's reference assistance. Although the demand for adult reference increased in FY 2001/2002, it has declined 18.8 percent from FY 1998/1999.

c. Increasingly, Library users have limited time and demonstrate a preference for self service in accessing information. This has altered the librarians' role requiring an emphasis on instructional assistance to educate the users how to find and evaluate information on their own.

d. Reference service is also provided in support of the work of all other City departments. A service has been established which makes information available on City staffs' personal computers and provides direct telephone access to reference librarians.

e. A very important contributing factor to customers' success in finding information is the organization of materials within the Library. High quality cataloging and processing of new materials as well as efficient methods of keeping materials in their proper place are essential to this activity.

f. Only a very small portion of the Library's FY 2002/2003 budget is dedicated to outreach services which are comprised of service to homebound customers and bookmobile services. Increased attention to bookmobile services in the past two years has resulted in a 49 percent increase in circulation and a 47 percent increase in bookmobile visits. With current funding this service cannot continue to grow, however, it is important to consider whether increased availability of mobile library services could address unmet needs in the community.

> Knowledge is free at the library. Just bring your own container.
>
> –Unknown

Library Programs and Publications

The Library produces programs, publications, and displays to educate, enrich and enlighten Library users. These serve as direct links to the library collection and assist users in learning about its depth and scope. At Sunnyvale Library there is increased emphasis on programming as an important value-added service to the collection of materials.

a. Programs fall into two basic categories – those that enrich and those that instruct. For children most instructional classes are provided to them through school class visits; particularly important given the limited library services in the schools. The majority of children's programs are designed to develop a love of reading and to encourage childhood literacy. Programs are provided for infants, toddlers, preschoolers, elementary and middle school children and teens. Adult enrichment programs include author talks, presentations by experts in a field, music and dance, and book discussions. Instructional programs include programs such as How to use the Web, Computer comfort, and Electronic resources at the Sunnyvale Library. These are designed to give Library users the tools they need to manage and access information.

b. The diversity of cultures in our community has been a focus of both children's and adult programming in recent years. Many of these programs have "standing room only" crowds as community members seek to learn about other cultures or share their own. In FY 2001/2002, 18,758 people attended Library programs.

c. Reading lists are developed by librarians to assist readers in finding items that suit their interests and help parents guide their children to age/reading level-appropriate materials. Many of these are thematic to attract those interested in a particular genre, lifestyle or hobby. Many booklists are available in print and on the Library's Web page.

Library Facilities

Sunnyvale is served by a full service Library. This facility is the major access point for all services and collections, supplemented by part time bookmobile services. There are several roles the community expects the Library to fill.

a. The Library facility is open to all who wish to use it in accordance with its rules. Library materials are equally accessible to all Library users. No items in the collection are restricted to any individual or group of users. The Library staff does not label items with judgements about the content of materials or intrude in any other way into each visitor's ability to evaluate items for personal use.

b. The Library has a color coded signage system designed to assist customers in finding what they need. This system must be evaluated periodically to affirm that it is fulfilling its purpose, particularly as we serve a multilingual community.

c. The Library was renovated in 1998 when the population was 129,300. The building had been enlarged in 1985 to serve a maximum population of 114,000 in a time when very little was needed in the way of technology to provide library service. Higher than average community use of the facility, high circulation requiring more materials and space limitations being felt at this time will compound as the population grows.

d. The existing Library facility lacks the space and flexibility to support future areas of emphasis in library services. Customers repeatedly ask for more children's materials, an expanded media collection, additional computer-related materials, more materials in a variety of languages.

e. Library users expect their library to be a multi-purpose facility that provides them space to seek and find a variety of materials, study and contemplate, interact with others, relax with friends, obtain refreshments, meet in small groups and gather in large groups for programs. Teens and children each require a different environment than other library users. Some library space must allow for noise and activity while other areas must remain quiet.

Technology

The Sunnyvale Library has both adapted to and profited from the profound impact of new technology during the last decade. Considering the pace of recent change, it is likely that there will be new challenges and opportunities for libraries as technological innovation continues in the next decade. Technology's effect on library service is a recurring theme in the Library Sub-element.

a. The Library must address the most effective ways to continue to support reading and learning at the Library while at the same time maximizing the opportunities presented by the new formats and methods technology offers.

b. It is not enough to simply introduce new technologies and formats to the public. The ability of each user to respond varies based upon the computer and information literacy skills of Library users. The Library must be supportive of each user's specific needs in terms of the management and evaluation of information.

c. The future will include a need for the Library to capture, create and preserve information about the Sunnyvale culture and community. Technology has provided the ability to create, as well as access, digital information. The Library has taken the opportunity to publish information in several ways, particularly information related to Sunnyvale itself. Sunnyvale Voices multimedia project, the Teen Resource Guide, Sunnyvale Resource Guide and eNeighborhood are a few examples. This local focus is one area of information that other data providers are less likely to provide.

d. A term in common use in the Library profession is the "library without walls." This is the aspect of library service that depends on technology and allows library services to be increasingly available to people from home, work or elsewhere. Sunnyvale currently provides a robust presence on the Internet through its Web site *www.sunnyvalelibrary.org*. The use of the Internet for this purpose is still nascent and will provide many opportunities for further development of services over the next decade.

High Performance Organization

The Library's value depends on its connection to the community, its dedication to customer service, adherence to the management principles and practices in place in the City, a willingness to partner with others for the benefit of Library users and a focus on regional, state and national library trends and practices. In the coming years it will also be important to be proactive in the recruitment of new individuals to the library profession as nearly as 68 percent of today's librarians will retire in the next 17 years.

a. The City of Sunnyvale is well known for its Planning and Management System, providing mechanisms by which program outcomes, customer satisfaction and other statistical data is gathered and evaluated. In the Library, the online public access catalog system also provides valuable information about Library use. The Library will continue to use this information in benchmarking against other high-performance libraries.

b. The Library utilizes a number of methods to assess the level of customer satisfaction with programs, services and materials offered. This is done by continuous exchange of information with customers through the feedback card system, a variety of in-house questionnaires and program evaluation forms, by regular internal and external customer surveys and through the daily one-on-one interaction between the public and the staff.

c. The Library provides efficient services designed to maximize the customer's Library experience. Systems and procedures are continually evaluated to allow customers to help themselves while staff is available to assist with more difficult issues or questions.

d. The Board of Library Trustees serves in an advisory capacity to the Library staff and periodically reviews customer feedback cards and greets the public in the Library to engage them in conversation about library services. The Board is committed to taking an increasingly active role in this regard.

e. The Library staff actively participates in regional and statewide activities designed to improve library service techniques and systems. Collaboration allows Sunnyvale residents access to the holdings and services of other libraries.

f. Library management is committed to providing ongoing support to staff development for all employees and opportunities for advancement. Each employee is valued for his or her contributions and encouraged to be a full participant in decision making and implementation of quality services.

Whatever the cost of our libraries, the price is cheap compared to that of an ignorant nation.
-Walter Cronkite

Conclusion

Based on current practice and emerging trends, the Board of Library Trustees and respondents to a 2001 user survey were asked to select priority roles for the Library in the coming decade from a long list of roles identified by the Public Library Association (Appendix D). The roles they chose as highest priority are: children's library, reference library, educational support, popular materials and community activities center. Selection of these roles does not preclude the Library filling other roles but only recognizes that they represent the priorities. Six goals emerged in the development of this sub-element, which require emphasis in order to fulfill these roles.

The six goals are:

- Provide a broad and diverse collection of books and other Library materials to meet the varied interests and needs of the community.
- Provide library services to help the community find and use the materials and information they need
- Provide Library programs and publications to educate, enrich and enlighten library users
- Maintain Library facilities and materials that are easily obtainable and appropriate based on changing community needs
- Use new technology to optimize the development and delivery of library services
- Foster a collaborative organization to attain a high performance and customer-focused Library

Together with the more specific policies and action statements, these broad goal areas represent the focus of library service in the next decade.

2003 Sunnyvale Library Sub–element Process

The previous Library Sub-element of the General Plan was adopted by Council on February 6, 1990. The 2003 Library Sub-element updates goals, policies and action Statements in response to changes in community demographics, publishing trends and technology during the last decade.

The planning process for the 2003 Library Sub-element incorporated strategic planning concepts from the Public Library Association publications entitled Planning and Role Setting and Planning for Results: A Public Library Transformation Process. The Public Library Association strategic planning process imparts two principles. One principle is working toward excellence in public library services through meeting community needs. The other principle is the need to continuously reinvent and revitalize library services by recognizing current success and looking for new, more effective ways to meet the needs of customers. Several Public Library Association planning steps were used to develop this long-term plan. These steps are demographic analysis, viewing the community, studying library use statistics and establishing roles or specific areas of emphasis where the library will excel.

This Library sub-element of the General Plan was developed by a team. The team was composed of a representative from the City of Sunnyvale Community Development Department and Sunnyvale Library staff members from key areas of the Library including children's services, collection development, reference information services, administration and the acquisition and processing of library materials. A member of the Sunnyvale Board of Library Trustees also participated fully in the activities of this team.

The sub-element team developed this document from several different perspectives. They reviewed library use statistics and demographic information including the 2000 census data for Sunnyvale. Each team member studied a geographical section of Sunnyvale in order to gain a better vision of life in Sunnyvale's neighborhoods and to anticipate what residents may need from community library services in the future. They viewed the different residential structures in Sunnyvale housing different lifestyles and diverse retail, educational, religious and cultural facilities and services. This was a valuable experience for the team members, enhancing knowledge of the community for both planning purposes and carrying out day-to-day Library responsibilities. Orientation for team members also included a day-long workshop about current Library and City issues as background for developing the long-term plan for the Library. In order to include direct customer input into this long-range plan, the team also coordinated the work of the Gelfond Group in conducting a Sunnyvale Library Future Needs Assessment among Sunnyvale residents and Library users. Three key questions asked participants why they were visiting the Library on the day of the survey (Page 24), the importance of individual Library services (Appendix E) and what roles the Sunnyvale Library should emphasize in the future (Appendix D). A detailed summary of this survey is included in this document in the Community Conditions section under Sunnyvale Resident Feedback About Library Services.

All this information was the foundation for the development of the new Library community condition indicators and the goals, policies and action statements. The Library goals identify six broad areas of library services and issues that are expected to be the essential elements of Sunnyvale Library

activities in the next decade. These elements are the Library collection; services to help customers find and use both information and Library materials; programs and publications to educate, enrich and enlighten Library visitors; the Library facility; using new technology to optimize Library services and fostering a collaborative and high performance organization. The policies and action statements illustrate what will happen in the next decade to support the basic framework of these library goals. These policies and action statements establish directions for continually assessing community needs and adjusting services accordingly, addressing new trends and challenges that will impact the delivery of library services to the community, providing adequate Library facilities and user-friendly procedures, supporting both reading literacy and information literacy in Sunnyvale and working in a variety of partnerships to improve library services.

The Board of Library Trustees has provided regular input to staff during the development of this document. Draft versions of the new Library Community Condition Indicators and Goals, Policies and Action Statements were reviewed by the Board for input in March and April 2002. The Board also performed the critical decision process to establish the philosophical foundations of this new Library long-range plan by identifying the roles or future areas of emphasis of the Library within the policies and action statements. On May 1, 2002, The Board of Library Trustees went through an exercise to determine these future Library roles. As the representatives of the Sunnyvale residents, they drew upon their knowledge of and contacts with the community to prioritize future service roles. Community input about the most important roles for the Library expressed by participants in the Sunnyvale Library Future Needs Assessment was also an important factor in their decisions. (Appendix D)

The Board of Library Trustees' consensus about the areas of emphasis covers several aspects of library services. In some cases the Board of Library Trustees blended some roles for the widest benefit to the community.

Prioritization of Library Roles

Priority One	• Children's library providing materials and collections to encourage young children to read and learn. • Reference library with an emphasis on providing community information services and business information services.
Priority Two	• Education Support and Independent Learning Center providing library resources for learners of all ages who are either in formal educational programs or acquiring knowledge independently. An area of emphasis is Information Literacy to assist these customers in developing skills to find and evaluate information. • Popular Materials Library providing high-demand materials in all formats for Library customers. • Community Activities center emphasizing the Library as a focal point in the City where the public may have interaction with Library staff, program presenters and also with fellow members of the community.
Priority Three	• Research Center services to support the intellectual property information resources at the Sunnyvale Center for Innovation, Invention and Ideas located in the Sunnyvale Public Library. • Literacy Center or Services with emphasis on English as a second language.

The first and second priority roles are all included in the Library goals, policies and action statements with the words "Give High Priority To." The third priority roles are identified with the words "Give Priority to" in the Library goals, policies and action statements. Board choices differ from participant input into the Sunnyvale Library Future Needs Assessment in several ways. The Board gave priority to the "Communities Activities Center" role recognizing the library as an important community destination and the "Literacy" role because library skills are the foundation for reading and learning. They also chose to blend in three other roles based on their interactions with and feedback from the public. These are Community Information Services, Business Information Services and Information Literacy (skills in finding and evaluating information). All of these roles will define the direction of library services in the future.

Community Conditions

Community conditions are circumstances and issues that impact the delivery of library services. The Community conditions addressed in this document are:

- A community profile derived from Sunnyvale demographics
- Statistical information about the use of the library
- Laws affecting public libraries
- Library networks and systems
- Feedback from residents about the quality and effectiveness of Sunnyvale Library services

This document also addresses three regional, state and national issues that significantly influence library services: access to information, education and youth.

Community Profile

Census data from 2000 is of critical importance in providing statistical information about Sunnyvale residents as the foundation for planning library services. This information helps define who lives in the community and what their needs are from the Library. Looking at the changes from 1990 to 2000 census data also helps predict the trends for future community demographics and associated needs for library services. In addition to the 2000 census data, some related age and educational level background information from the Sunnyvale Library Future Needs Assessment is included to illustrate demographic patterns of residents' use of the Library.

Age

These graphs compare the age breakdowns of Sunnyvale residents in 1990 and 2000.

Sunnyvale Population by Age

	Sunnyvale Population 1990 Census		Sunnyvale Population 2000 Census	
Age	% of Population	Number of Residents	% of Population	Number of Residents
19 or younger	20.98	24,600	22.10	29,131
20–30	33.06	38,757	29.26	38,565
35–64	35.71	41,867	38.02	50,107
65+	10.24	12,005	10.59	13,957
Total		117,229		131,760

The largest growth in the Sunnyvale population has been in the 19 or under age group and in the 35 – 64 age groups. Within these age groups, the largest increases have been:

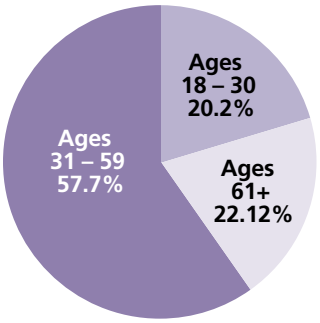
Under 5	+19%
Ages 5-9	+24%
Ages 10-14	+12%
Ages 35-54	+26.4%

These groups are currently having a great impact on Library services.

Currently, the use of books for younger children under five represents 9.6 percent of the total library circulation. There is also a high degree of attendance at preschool programs offered for the under five age groups. The 5 – 9 and 10 – 14 age groups are also using the Library to a great extent for information, reading and programs. As these children grow, they will impact the size of the next age categories up through their teenage and perhaps college-age years. This underlines the importance of selecting Children's Services as one of the major roles for the Library in the next decade in order to serve these age groups.

The previous Library sub-element identified the 35 – 54 age group, which is the largest age bracket, as traditionally the most active library users. A 26.4 percent increase in residents in this age group during the last decade suggests that there will continue to be a steady demand at the Library for reference information, consumer and investment information, popular adult books and media, and materials to support self-education and vocational or career skill development to meet the needs of this age group.

Age of Future Needs Assessment Survey Participants



Supplementing the census information about the age of Sunnyvale residents, there is information about the age of Library users in the Sunnyvale Library Future Needs Assessment. One of the survey questions asked the ages of the participants, who were all over age 18. This provides a snapshot of the ages of adult residents who visited the library during the survey in November/ December 2001 in age groups that roughly correspond to the 2000 census.

In addition to highlighting the level of use of the Library by the 31 – 59 years age group, this information also indicates that the use of the library by seniors is more than the percentage of seniors in the community. In Sunnyvale, there are 9,742 residents older than age 60 which is 7.39 percent of the population. Slightly more than 22 percent of the survey participants were aged 61 or older. The number of people in this age group is likely to increase over the next decade as the population ages and this is likely to result in increased demands for library services. Seniors can look forward to greater longevity than previous generations and also often have more leisure time to follow personal interests. It will be important during the next decade for the Library to continue to focus services and collections for this group, including large print books and recorded books on tape, popular book and media collections, information about personal health and well being, and investment information.

Ethnicity

In the years between the 1990 census and the 2000 census, the population of Sunnyvale grew by 14,531 residents, a 12.4 percent increase. There were dramatic shifts in the multi-ethnic composition of the population that far exceeded the rate of population growth during the decade.

Sunnyvale Population by Ethnicity

	1990		2000	
	% of Population	Number of Residents	% of Population	Number of Residents
White	64.4	75,440	46.46	61,221
Black	3.2	3,790	2.10	2,790
American Indian Eskimo and Aleut	0.4	446	0.20	362
Asian Pacific Island	18.7	21,945	32.39	42,689
Other	0.1	164	0.20	304
Hispanic/Latino (of any race)	13.2	15,444	15.47	20,390
2 or more races			3.00	4,044
Total		117,229		131,760

The Asian population in Sunnyvale has nearly doubled and the Hispanic/Latino population has increased by 32 percent between the 1990 and 2000 census surveys. The year 2000 census data also provides more information about the Asian residents of Sunnyvale in this chart:

Sunnyvale Asian Population 2000

	No. of Residents
Asian Indian	13,124
Chinese	12,597
Filipino	6,050
Korean	2,430
Vietnamese	3,249
Other Asian	1,468

The diversity of the community is further illustrated by other Census demographics for country of birth of residents and languages spoken in the home.

Sunnyvale Resident Place of Birth, 2000

	% of Population	No. of Residents
Native	60.5	79,915
Foreign Born	39.4	51,990

The two largest groups of Sunnyvale's foreign born population come from Asia (67.4 percent) and Latin America (17.4 percent). Of the residents born in in other countries, 22 percent entered the United States between 1990 and 2000. English only is spoken in 45.8 percent of the homes in Sunnyvale.

There are several directions the Library has undertaken to respond to growing community diversity during the last decade. One of the most important projects was the federally funded "Partnerships for Change" program in the 1990s. The goal of the grant was to make Hispanic children and families in Sunnyvale more aware of the Library and also to make the Library more attractive to this target group. This was accomplished through tours and programs, new Spanish-language materials, outreach efforts and new multilingual banners for sections of the Library.

During the past decade, Library materials have also been purchased in several other non-English languages including books in Chinese and Hindi.

An important ongoing function of the Library has been to orient all the residents from different backgrounds to the public library, which may be very different from their previous library experience. Through tours and personal reference assistance, new residents can learn about the collections and services that are available to them. These collections include materials that both reflect residents' languages and cultures of origin and also provide a pathway into American life and culture. Emphasis will continue to be placed in the Sunnyvale Library on providing materials for all ages in non-English languages and also meeting the high demand for materials about English as a second language and citizenship.

Mobility

The household mobility census data also demonstrates that Sunnyvale is not a static community. The following chart indicates how long Sunnyvale residents have lived in their homes.

Sunnyvale Resident Mobility, 2000

Same house in 1995	6.23%	56,734
Lived elsewhere in Santa Clara County in 1995	23.66%	29,044
Lived elsewhere in CA or US in 1995	16.08%	19,730
Lived outside US in 1995	14.03%	17,224
Total		122,733

Indicative of the substantial level of mobility in the community, 30.11 percent of Sunnyvale residents did not live in Sunnyvale or Santa Clara County five years ago. This has an impact on library services. In a situation of significant mobility, an on going series of new residents need to be registered as patrons and oriented to the library. Mobility also means continuous change in Library customer needs.

Education/Occupation/Income

One of the major determining factors in library use is the education level of a community. The level of education in Sunnyvale is very high; 89.4 percent of the residents are high school graduates or higher, 50.8 percent have a Bachelors Degree and 21.9 percent have a Graduate or Professional degree. A question on the Sunnyvale Library Future Needs Assessment asked survey participants about their level of education.

Sunnyvale Resident Educational Levels, 2000

Less than 9th grade	4.7%
9 – 12 grade (no diploma)	5.9%
High school graduate	13.4%
Some college/no degree	17.7%
Associate degree	7.5%
Bachelors degree	28.8%
Graduate or Professional	21.9%

The number of visitors to the Library increased with the higher levels of education. There is a correlation nationwide between higher levels of education and library use. This trend is expected to continue at the Sunnyvale Library during the next decade. A corresponding focal point in library service to the community will be services for the 10.6 percent of the population who are not high school graduates. The needs of these library users include GED preparation materials and other resources for developing math, verbal and vocational skills in addition to popular materials of interest.

A second determining factor for use of the Library is occupation. The occupations of Sunnyvale residents older than 16 are distributed through these work categories:

A large proportion of Sunnyvale residents are knowledge workers – developing and analyzing data and communicating with clients and customers.

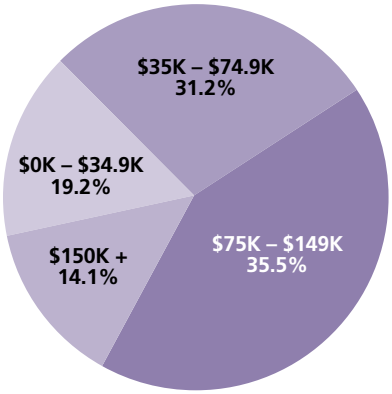
Sunnyvale Resident Occupations, 2000

Management/Professional	59.5%
Service Occupations	9.0%
Sales and Office	19.4%
Construction and Maintenance	4.3%
Production and Transportation	7.6%

A large proportion of Sunnyvale residents are knowledge workers – developing and analyzing data and communicating with clients and customers. The Library is an important resource for these residents. The Library business collection is kept up-to-date to provide timely information on work-related topics. It is likely that a significant number of residents work from home and make use of the Library Web site. One challenge for members of the community is the need to self-educate over a lifetime to adjust to the pace of change in the workforce and the Library is key to providing resources for this type of learning. Another challenge is the transition from traditional defined pension plans to self-managed retirement accounts requiring investment decisions that can be researched at the Library. These circumstances are the basis for the Library being an important support for residents' career success and financial well being.

One other important determining factor for use of library services is level of income. A profile of Sunnyvale residents' income was also provided in the 2000 Census.

Sunnyvale Resident Income Levels, 2000

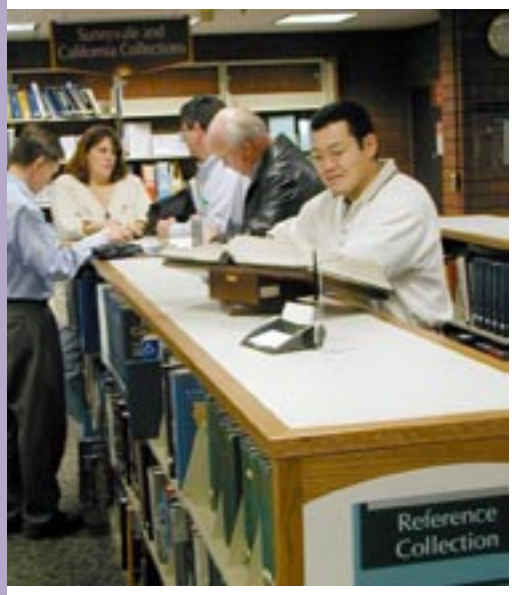


The median income for Sunnyvale is $74,409. There is a significant variation in incomes in Sunnyvale with a wide range between the lowest and highest income groups. The public library has traditionally been of great importance to lower-income customers who have less discretionary income for books, media and magazines. The Library provides free access to items of interest to these materials in addition to offering a comfortable environment for reading and studying. Since the City of Sunnyvale is located in Silicon Valley where there is a great deal of economic volatility between economically expansive periods and recessions, residents with higher incomes may also find library services essential during times of economically challenging periods.

The challenge for the Sunnyvale Library during the next decade will be to use resources effectively in order to identify and serve the needs of all the members of the community as needs for library services rapidly change and diversify.

Conclusion

The Sunnyvale community is undergoing a long period of sustained demographic change, which is having a major impact on library services.



Demographics in the community indicate many population trends that have and will continue to affect demands for library services by residents. Traditionally frequent users of library services are children, adults from 35 – 54 and seniors. These residents currently use the Library heavily and should continue to do so in the next decade. Many members of the community are highly educated which also results in use of the Library. And the Library also has an important responsibility in providing services and materials for residents with lower education levels and incomes.

Sunnyvale is a diverse community. The population is segmented in several ways. Age differences mean that residents have different cultural reference points depending on their generation, and subsequently have different needs for library materials. The ethnic diversity of the community reflects a large number of Library users whose reference point is a global culture which needs to be reflected in the Library through non-English language materials along with a staff sensitive to the language and cultural challenges these customers may experience using the Library. A high degree of mobility among residents means that there are many newcomers to the City at any given time and the Library is continuously registering and orienting new customers. The challenge for the Sunnyvale Library during the next decade is to use resources effectively in order to identify and serve the needs of all the members of the community as needs for library services rapidly change and diversify.

Library Use

The library collects and monitors statistics to evaluate the level of library use. Current data can be compared to previous years in order to assess demand for library service and level of performance over time. For this document, the two points of comparison are FY 1990/1991 (the year the previous Library Sub-element of the General Plan was published) and FY 2001/2002. Some of these statistics are expressed in per-capita ratios in order to provide context with the size of the community. There are three use statistics that capture the overall activity level of the Sunnyvale Library. These are the number of Library visits, the number of Library cardholders and use of the collection. This is critical information for obtaining a clear picture of library use in order to continuously improve collections and services. Portions of this data will be monitored annually as community conditions indicators.

Library Visitors

The number of visitors to the Library is registered every open hour by an automatic front door counter. Visitors to the bookmobile are added to the number of visitors to the Library as were visitors to the Patent Information Clearinghouse and then Sc[i][3] before integration into the main Library. All visitors are

counted – both residents of Sunnyvale and non-residents. The number of visitors to the Library has increased by 10 percent since the previous Library Sub-element of the General Plan.

Library Visits per Capita

The number of Library visits per capita has remained steady during the same time period as the population increased 12.4 percent.

Fiscal Year	No. of Visitors	Visits Per Capita
1990–91	757,020	6.32
2001–02	833,066	6.25

An average of 2,380 people per day now visit the Library. The participants in the Sunnyvale Library Future Needs Assessment were asked for what purposes they came to the libraries on the day they participated in the survey. The results were:

Purpose of Library Visits

To take out books for adults	77%
To take out videos/DVDs	55%
To use reference materials	46%
To read/study	40%
To take out children's books	33%
To take out music CDs	25%
To use computers	25%
To take out recorded books	20%
To attend Library programs and events	13%

Checking out materials is a highly rated reason for visiting the Library. However, nearly half of the survey participants also came to the Library to use reference materials or to study in the building.

Library Cardholders

Library visitors may use building facilities and services, read library materials and attend programs without a library card. They must have a library card to check out materials for use outside the Library. Sunnyvale Library cards are available to anyone who can show proof of residence in California. Sunnyvale residents can also use almost any other public library in California.

Library cardholder records are purged from library records twice a year, eliminating those people with no major overdue or materials replacement charges against their records who have not used the Library in three years. This keeps the number of registered cardholders up-to-date. Approximately 14,000 cardholder records are purged annually. In June 2002, after the purging of records for Fiscal Year 2001-02, there were 83,808 registered cardholders at the Sunnyvale Library.

One measure of community demand for library services is the number of residents who are cardholders. In June 2002, 53,509 Sunnyvale residents (63.84 percent) were Library cardholders.

Circulation of Library Materials

While the Library maintains a collection of reference materials and current issues of magazines which cannot be checked out, the majority of items in the Sunnyvale Public Library may be checked out of the building. Library materials are checked out through an online integrated library computer system. Individual borrower loan records are erased after materials are returned and checked in and any fines or other charges for lost or damaged items are cleared. This computer system provides a statistical profiles of numeric data only enumerating the number of items checked out and checked in and the formats and classification categories of these items.

Information about the number of items checked out is often used as a fundamental measure of library use. The use of library materials is increasing in Sunnyvale.

The number of items checked out annually in this period increased by 594,870 items or 53.3 percent.

Use of Library Materials

Fiscal Year	Total Items Checked Out
1990–91	1,114,598
2001–02	1,709,468

The demand is for library materials to take home and for a facility that provides both reference materials and a space to study and use library computers.

Conclusion

These statistics illustrate the demand for library services in Sunnyvale. The demand is for library materials to take home and for a facility that provides both reference materials and a space to study and use library computers. The number of visitors and the number of items checked out have increased over the last decade. Library role clarification will assist in directing resources to respond to the demand for library services in the community. As was noted in the Sunnyvale Library Future Needs Assessment, Library customers exhibit a relatively high level of usage. As a result the Library should consider how best to allocate resources in the future – investing in satisfying the needs of current customers or investing in attracting new customers to the Library.

Laws Affecting Public Library Services

City Charter

The Sunnyvale Public Library operates as a department of the City of Sunnyvale, which is a Charter City with a Council–Manager form of government. The Director of Libraries is appointed by the City Manager.

The Board of Library Trustees is established in the City Charter and consists of five members appointed by the City Council to serve a term of four years. According to the Charter of the City of Sunnyvale, the Board of Library Trustees shall have power to:

- Act in an advisory capacity to the City Council and City Librarian in all matters pertaining to the City Library;
- Review the annual budget of the City Library prepared by the City Manager, and make recommendations concerning the budget to the City Council; and
- Exercise such other functions as now and hereafter may be prescribed by the City Council which do not conflict with the provisions of this Charter.

State Legislation

Public Library Foundation

In 1982 the California Legislature established the Public Library Foundation Program to insure that libraries in California would be able to provide a foundation program of basic library services to all segments of the population.

Funds, which could equal up to 10 percent of basic services, are disbursed to public libraries on a per-capita basis according to a simple formula. In order to be eligible to receive these funds, a jurisdiction must continue to support basic services at no less than 90 percent of the established foundation program level.

The City of Sunnyvale has received Foundation Program funds since FY 1983/1984. These funds have been used for special projects, library materials, publicity, public programs and staff development activities in accordance with policies contained in the Fiscal Sub-element of the General Plan. Expenditure of these funds is reviewed by the Board of Library Trustees and approved annually by the City Council.

To date, the Public Library Fund has never been fully funded by the State Legislature. The allocations fluctuate dramatically depending on the State's fiscal condition. For example, in FY 2001/2002 the Library received $203,975, in FY 2002/2003 the amount will be $119,587. If fully funded, the Foundation Program would provide $303,979 in FY 2002/2003. Since 1989, the City Council in its Legislative Action Policies has adopted the following: "Support full funding of the Public Library Fund." (Policy 6.1).

California Library Services Act

The California Library Services Act (CLSA) was enacted in 1977 to encourage resource-sharing and cooperative planning. The legislation established cooperative library systems, which encourage regional cooperation between library jurisdictions through a written agreement. Membership in a cooperative library system insures equal access to residents of all member communities to each member library. In addition, Sunnyvale Public Library is a "universal borrowing" library which means services are available to any resident of the State of California.

CLSA provides for reimbursement to cities and counties for any imbalance in loans to residents of other jurisdictions (non-resident use) and for loans to other California libraries (inter-library loans). In all but one of the last 16 quarters, Sunnyvale residents have borrowed more materials from other libraries than non-Sunnyvale residents have borrowed from the Sunnyvale Public Library. As a net borrower, the Sunnyvale Public Library does not receive any repayment for its direct loans. In FY 2001/2002 Sunnyvale Public Library received $2,544 in reimbursements for inter-library loan services.

Library of California

In the late 1980s a project was begun to examine whether the principles of the California Library Services Act could be extended to include all types of libraries operating in the State of California. These include public, academic, special and school libraries. For a decade, meetings were held throughout the state to determine how the 8,000 libraries in California could cooperate and effectively share resources for the benefit of all Californians. In 1998 the Library of California was established and the state was divided into seven geographical network regions. Funding for this project has been sporadic. In the first year, the funding for the entire state was $5 million. Increases have been proposed and submitted only to be reduced in each year's budget cycle. For FY 2002/2003 funding was reduced to $1 million statewide giving rise to the belief that this project will not survive.

According to the legislation, "As new program elements and state funds are phased in to implement this chapter they will replace and augment the corresponding program elements and funds in the California Library Services Act." Although regional governance has been established in each region and projects have been identified, the lack of funding commitment from the state makes it unlikely that this cooperative effort can continue to evolve.

California Public Records Act

The California Public Records Act exempts library circulation records from the list of public records that are open to inspection, preserving the confidentiality of information about library users and the items borrowed by them.

California Reading and Literacy Improvement and Public Library Construction and Renovation Act of 2000

The California Reading and Literacy Improvement and Public Library Construction and Renovation Act of 2000 recognizes that reading and literacy are fundamental to success in our economy and our society, that public libraries are an important resource to further California's reading and literacy goals, and that construction and renovation of public library facilities is necessary to expand access to public library services for all residents of California. Available funding under this act is $350 million. The original recommended level of funding for this legislation was $3.5 billion based on an assessment by the California State Library of current construction and renovation needs.

Federal Legislation

Museum and Library Services Act of 1996

The Museum and Library Services Act of 1996 created the Institute of Museum and Library Services (IMLS). IMLS is an independent federal agency, a part of the Executive Branch. Its role is to foster leadership, innovation, and a lifetime of learning by supporting the nation's museums and libraries. IMLS receives policy advice from two presidentially appointed, Senate confirmed entities: the National Commission for Libraries and Information Science and the National Museum Services Board. IMLS administers the Library Services and Technology Act through the 50 state library agencies.

Library Services and Technology Act

The Library Services and Technology Act (LSTA) provides federal funding to libraries through the IMLS to state library agencies. These state agencies then grant funds to individual libraries and to groups of libraries. In California, the California State Library administers the funds through the Library Development Services Bureau. The FY 2002/2003 – FY 2006/2007 Plan for LSTA funds was published in July 2002.

The plan's five goals are:

1. Enable libraries to provide their clientele with equitable access to lifelong education through development services for children, youth, adult and families
2. Support libraries' efforts to improve their client's understanding and use of electronic library resources and services
3. Foster the availability of a trained and proficient library work force
4. Encourage and assist libraries to aid people with disabilities in their communities to improve their skills, status and life condition
5. Encourage and support California libraries to review and revise their services so they are best able to assist Californians in improving their skills, knowledge, status and life condition.

Sunnyvale Public Library has received grant funds under both CLSA and LSTA. In recent years, the Sunnyvale Voices and Certified Library User grants each received two years of funding because they were innovative and addressed a number of the legislation's purposes.

E-Rate

The Schools and Libraries Universal Service Support Mechanism (E-Rate) provides discounts to assist most schools and libraries in the United States to obtain affordable telecommunications and Internet access. Three service categories are funded: Telecommunications Services, Internet Access, and Internal Connections. Discounts range from 20 percent to 90 percent of the costs of eligible services, depending on the level of poverty and the urban/rural status of the population served. Sunnyvale Library's telecommunications are provided in conjunction with all other City departments. In collaboration with Information Technology department, the Library has determined that it is impractical to apply for this discount. Receipt of this federal funding also may cause the Library to place restrictions on public Internet access such as mandated by the Childrens Internet Protection Act (see below).

USA Patriot Act

The Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act (USA Patriot Act) was passed by Congress on October 26, 2001. The Act has changed rules regarding when court orders may be obtained, what places can be searched and the persons and things which may be seized. These changes affect the confidentiality of library patron records and may effect the way future policy is set.

Childrens Internet Protection Act

The Children's Internet Protection Act (CIPA) was passed in December 2000. The legislation requires mandatory Internet filtering and blocking for libraries receiving certain types of federal monies, including E-Rate. In June 2002, CIPA was struck down by a three-judge panel in federal court because it violates the First Amendment. The case has been appealed to the U.S. Supreme Court and upheld. Previous legislation, including the Communications Decency Act of 1996, intended to prohibit access by library users to obscenity on the Internet have been unsuccessful because no effective method exists which will block all illegal information while allowing access to protected speech. This issue poses an ongoing challenge to all public libraries as technologies continue to evolve and proliferate globally.

Library Networks and Systems

Sunnyvale Public Library is a member of the Silicon Valley Library System (SVLS), a cooperative library system under CLSA whose members include the Palo Alto Public Library, Mountain View Public Library, Santa Clara City Library, San Jose Public Library, Los Gatos Public Library and the Santa Clara County Library. Members of SVLS cooperate on a number of regional projects, provide easy access to each other's collections and, where possible, seek to standardize library practices for the ease of use of all Silicon Valley library users. Participation in the cooperative system provides coordinated communication and delivery services, second level reference service and opportunities to develop joint projects. A portion of the funding is provided by the California Library Services Act. In order to participate, the Library pays annual dues and, as appropriate, a portion of funding for special projects. SVLS is closely associated with the other nearby cooperative systems: Peninsula, North Bay, Bay Area, and Monterey Bay. Although some of these systems include non-public library members, the majority of members are public libraries.

The passage of the Library of California Act resulted in the organization of the Golden Gateway Library Network (GGLN). The network has attracted 159 members including all types of libraries. Despite limited funding, the organization has been able to provide services such as group purchases of electronic

books shared by all member libraries. The premise of the Library of California, unlike cooperative systems, is that no member should be required to pay dues. Funding is through alternative means such as fee-based services to supplement the state funding. Given the diminishing state funding, the future of library cooperation under the Library of California is uncertain.

Sunnyvale Resident Feedback about Library Services

Two resources were used to incorporate resident feedback about the Library into this long-range plan. One resource was the Sunnyvale Library Future Needs Assessment. The other was the series of City wide resident satisfaction surveys which provide customer feedback about library services for the Library outcome budget.

Sunnyvale Library Future Needs Assessment

As part of the planning process for this document, the Library staff initiated a Sunnyvale Library Future Needs Assessment. This assessment was a combination of surveys and analysis that primarily reflects the opinions of residents 18 and older. This is the first time a community-based assessment has been conducted to seek specific feedback about library services. It accomplished two results. The first result was receiving feedback about how Library collections and services are perceived by the end user and the second result was learning about future Library needs. The information gathered during this assessment has been integrated into the Library Sub-element of the General Plan.

The Gelfond Group, which administered several resident satisfaction surveys for the City of Sunnyvale, performed the Sunnyvale Future Needs Assessment. There were two steps in the assessment process.

The first step was an analysis of written comments library has received from customers since 1998 in order to determine broad themes and trends. These comments came from Sunnyvale Library customer feedback cards, in-house Library surveys of customers and also surveys distributed by the Board of Library Trustees annually during National Library Week. While this was a preliminary step, analysis of these written comments duplicated many of the themes identified in the second stage of the Sunnyvale Library Future Needs Assessment. Based on the analysis of this written information, patrons are generally satisfied with the quality of library services. Concerns focus on three areas:

Concerns about Library Services

Computer Usage

Access, printing and user-friendliness of library computer catalog

Library Collection

Need for more non-English language materials, teen materials and media

Policies and Procedures

Quiet areas, fines for senior citizens, noise, Library open hours and an in-Library facility for eating and drinking beverages

The second step of the assessment was a series of surveys which canvassed four groups: Library users, non-Library users, local businesses and remote users of the Library through the Web page. The Library users and non-users who were surveyed were residents of Sunnyvale.

- The survey of Library users was accomplished by giving a survey booklet of 31 questions to 1,800 resident Library customers over age 18 entering the

Library in November – December 2001. These booklets were distributed randomly over three weeks during different time periods. The surveys could be completed by touch-telephone from home, by mail or by leaving the completed surveys in a box in the Library. A total of 561 people responded, giving data of a plus or minus accuracy rate of 3 percent at a 95 percent confidence level. Two focus groups of resident Library users were also convened at this time to provide input about library services.

- A random telephone survey was conducted to discuss the Sunnyvale Library with 125 residents who do not use library services.
- Telephone calls were made to 21 businesses in Sunnyvale to assess their satisfaction with Sunnyvale Library services and to identify their needs from Library services.
- An online survey about the effectiveness of the Library Web page resulted in responses from 228 remote Library users.

The overall summary of these surveys for the Sunnyvale Public Library Future Needs Assessment are:

Summary of Surveys for the Sunnyvale Public Library Future Needs Assessment

- The Library appears to be doing a good job of meeting the needs of the community. The survey did not identify any serious issues or concerns regarding Library services. Most respondents to the non-user survey indicated their reasons for not using the Library are a result of personal choice, not shortcomings of the Library.
- Reference and the quality of the collections (books and media) are seen as the most important areas of focus for the Library.
- Library customers exhibit a relative high level of usage. Most respondents visit the Library several times a month and stay for more than 30 minutes per visits.
- The Library's Web site should be upgraded to provide more links to other libraries, relevant external Web sites as well as providing recommendations for reading.
- A program is needed to enhance communications to the community regarding new Library programs and upcoming events.
- Given changing societal and cultural characteristics regarding talking, the library should consider establishing more formalized quiet areas.
- Communication with the business community should be improved through the Chamber of Commerce, other marketing strategies and more business-related program speakers at the Library.

Results from both steps of the Sunnyvale Public Library Needs Assessment indicated that customers use the Library frequently and with high expectations that services will be responsive to their needs and interests, materials relevant to their reading and viewing and listening tastes and that materials will be consistent with their language preferences. Library visitors also have expectations about technology provided by the Library and the quality of the Library facility. Key issues from the assessment have been incorporated into new sub-element policies and action statements that address the user friendliness of the computer systems, popular materials, fines and fees, Library hours, an in-house food/ beverage service for customers and publicizing Library services to Sunnyvale residents and businesses. Library noise level issues are addressed both as an ongoing operational issue and in the new policies and action statements under facilities addressing the customers' multiple needs from the facility. This assessment process also revealed customer issues with the Internet and Library Web page that are addressed through day-to-day operational policies.

Sunnyvale residents who participated in the in-house user survey were asked to express their reasons for visiting the Library during the survey period (Page 24), their choices for future Sunnyvale Library roles (Appendix D) and their ratings of the importance of library services (Appendix E). This information provides a comprehensive view of customer's anticipation of future library services. The highest rated roles were the reference library, the children's library, support for formal and independent learning and the popular materials collection. The following most frequently expressed reasons for visiting the Library and the library services rated as most important reflect these roles.

Reasons for Visiting the Library

- Quality of the adult book collection
- The helpfulness of Library staff and access to reference materials
- The Library computer catalogs
- Availability of quiet areas for reading and studying
- The children's library and the teen collection
- Popular materials (music and films)

These collections and services are included in the new sub-element policies and action statements.

In addition to providing customer information for the development of the Library sub-element, the assessment process itself highlighted the value of direct feedback from Library customers. More surveys will be implemented in the next decade to receive customer input.

Library Outcome Budget and Citywide Resident Surveys

The Sunnyvale Public Library moved to the outcome budget system in FY 2000/2001. This budget system provides regular, direct feedback from the community about the results that are achieved in several key outcomes of Library service and the Library is rated annually on these results through the performance outcome review process. Resident opinion about the success of these library services is gathered through the citywide residents surveys. An overview of these responses is found in Appendix F.

The most important of these measures which monitors the overall satisfaction with library services has been included as a Community Condition Indicator to highlight this customer input.

Regional, State and National Perspectives

There are three challenging outside influences, that are going to have a significant impact on library services in the next decade.

Access to Information

Libraries have been widely perceived as contributing to the public good by enhancing lives of citizens through access to information and also the enjoyment of popular materials. Library services have traditionally been based on purchasing copies of items (books, magazines, newspapers and media) in order to make them available at no cost to library customers for use in the library or away from the building.

During the last decade, there have been tremendous changes in the ways information is produced, sorted and distributed. The most important aspect of

this change has been the advent of the Internet, which now provides information, texts of books and magazines and newspaper articles, and media content. The digitization of these resources and dissemination through the Internet and other computer-based electronic resources has had a profound impact on the mission of public libraries to provide access to information.

> **Information is the currency of democracy.**
>
> **–Thomas Jefferson (1743-1826)**

Library customers expect access to the Internet and other electronic resources while continuing to find value in the traditional library formats. Based on these expectations, libraries now evaluate and purchase fee-based digital resources in addition to traditional formats when allocating the library materials budget to meet the needs of the community. Digital formats often include access rights through annual license agreements which may have restrictions regarding use. These restrictions may create more barriers to access in future years. The ability to transmit digital information has also enabled libraries to become the creators of content and publish this information on the Internet. Most public libraries now maintain Web pages.

This changing environment will continue to influence the delivery of library services. For this reason, the use of computer-based library services or the "virtual library" have been included in the Library Community Condition Indicators. These are ongoing measures that will monitor the number of visitors to the Sunnyvale Library Web page, the number of customer searches for information using the highest-demand library electronic resources and the number of items produced and distributed digitally by the library staff.

This era of technological transformation drives two major challenges to libraries. One is the growing educational and economic disparity between citizens and the need to provide access to the Internet and other electronic resources to meet the wide range of diverse lifestyles and needs in the community. The other issue is the potential challenge to existing intellectual property laws that may redefine points of access to information as the digitization of data accelerates in the next decade.

The first challenge, economic disparity and access to digital resources, is illustrated in the Joint Venture: Silicon Valley Network Report on Silicon Valley 2010. This report points out that the valley's economic growth has not raised the incomes of all households as shown in the growing disparity between median household income in Santa Clara County compared to average household income which is pulled up by high income householders. This report goes on to point out:

> **"The work environment is challenging. Over the past 25 years, a push for efficiency, the information age, rapid technological advancement and global economic competition have resulted in demand for higher levels of skills and work readiness ... "**

These new occupational demands have the potential for further increasing the gap between high- and low-skilled workers. While the public library provides materials and services for the entire community, it must be noted that residents of lower income and lower levels of education benefit greatly from library services. Libraries not only provide free access to information and materials, they also can help increase technology skills by providing access to computers.

The importance of library services in assisting the economically disadvantaged is defined in Public Libraries and the Digital Divide: How Libraries Help– A Report to the Bill and Melinda Gates Foundation by the Public Access Computing Project of the Evans School of Public Affairs. "Throughout history

public libraries in the United States have worked to eliminate disparities in access to information – indeed, that is the raison d'être. With the advent of the 'information age' and its accompanying 'digital divide,' new challenges face libraries as they try to provide service for the information 'have nots ...' There is substantial evidence in each of our various sources of data that public libraries provide computer access for disenfranchised citizens, including the poor, the less educated, the unemployed and various minority groups".

During the next decade, people in economically-disadvantaged groups will continue to use libraries extensively to access information in both paper and electronic formats for the purpose of increasing skills, finding information for the day-to-day requirements of life and gaining more education in order to close the wage gap.

The second challenge for libraries arising from the new electronic formats is the evolving legal re-evaluation of copyright and use doctrines, which may impact the ability of libraries to provide free access to digital materials in the future. Library services have been based on certain provisions of intellectual property laws. These laws have balanced the rights of creators to the economic benefit of their work with ensured public access to information and other intellectual property content. One important doctrine that has supported the public libraries' access is First Sale, which allows anyone who purchases a print or media item to follow a series of actions with that item that include lending and resale. Lending of these items has been a core activity of public libraries. Another important doctrine is Fair Use, which allows individuals to make a copy of printed information for their personal use. The third intellectual property doctrine is Public Domain. It establishes the time frame for exclusive ownership of intellectual property by the creator. As more information and other materials are only released in digital formats, changes in these laws could jeopardize the ability of the public library to provide some traditional library services for the public. Existing levels of access could be replaced by restrictions on copies for personal use, the initiation of pay per view requirements and possibly, restrictions on who may use some databases during extended copyright periods. It will be important for library staff to monitor the legal developments in this area and to advocate for a fair balance in the future between the economic rights of the intellectual property owners and the need for public access to information.

Education

Public libraries and the schools serving grades K – 12 complement each other in a shared focus on literacy and education. At one time, many schools funded on-site libraries for their students in order to provide up-to-date materials supporting the school curricula and to encourage students' love of reading. Professional school librarians worked closely with teachers and provided library skills instruction to students. As in most of California, the school libraries in Sunnyvale have been under-funded for more than 20 years, since the passage of Proposition 13 in 1978. School libraries in Sunnyvale are understaffed and many materials in the libraries are worn and outdated. Until 2002 there have been no professional school librarians in the district. One library media teacher was hired in 2002 using private funding. In 1998, the California Public School Library Act granted per-capita funds for development of school library resource centers and these funds have begun to make a difference in Sunnyvale school libraries. But the needs remain great; the annual per-capita grant of $36.22 for grades K – 4 and $25.90 for grades 5 – 12 (FY 2001/2002) funded the purchase of less than two books per child, per year for four years. The FY 2003/2004 per capita grant has been reduced to $5.32.

Sunnyvale students use the public library to find materials that support classroom learning. Responding to this need, the Sunnyvale Library continues to build its collection of materials in high-demand topics such as California

missions, endangered animals, Native American tribes and science fair projects, to name only a few. In addition, the Sunnyvale Library provides a wide range of other assignment-related information, and librarians offer instruction to Sunnyvale students in using library resources, both individually and during class visits to the Library.

Parents look to the library as a resource for the intellectual and verbal development of their children … The public library has a major function in helping children to be ready to read and learn.

Parents in the community are concerned about the literacy skills and the educational achievement of their children. These qualities are key to successful advanced education and careers. Parents look to the public library as a resource for the intellectual and verbal development of their children.

Libraries provide materials and programs for the development of reading and language skills during the very first stages of child development. This process is described in a Los Angeles County Department of Health Policy Brief reflecting a publication by the National Academy Press: **S**tarting Out Right: A Guide to Promoting Children's Reading Success.

"If children do not come to school with good language skills, an awareness of the sounds of language, an appreciation for books and stories, a basic understanding of the conventions of print and the eagerness to learn, they are behind even before they begin the acquisition of formal literacy skills."

The public library has a major function in helping children be ready to read and learn. Sunnyvale offers story times for preschool children and families, abundant high-quality books chosen to appeal to young children, as well as recorded music and stories and the visual stimulation provided by videos and DVDs selected for young learners. These preschool programs and materials are used by many families in the community. Free access to these early childhood development opportunities through the library is especially important to families whose economic barriers preclude use of fee-based preschool services and purchases of books for the home.

Parents continue to rely on the library to be a resource for their children through the elementary, middle and high school years. In addition to homework support provided by the librarians, parents find that they can use the library to help their children develop skills and knowledge in order to do well in the classroom and perform well on standardized tests. Learning to read fluently and easily, for information and for pleasure, is a goal achieved only with much practice. The library is a place where children and parents can learn together, so the parents can support their children academically. This has been especially important since 1998, when the State of California began quantifying student performance through the Standardized Testing and Reporting Program (STAR). Students in grades 2 – 11 are tested annually through both a nationally-normed test and also the California Content Standards Test, which measures performance, based on State of California standards. The results of these tests are used as a factor in promotion to the next grade. These tests have resulted in even more parental focus on school achievements.

The STAR program impacted the Library in several ways. There is the expectation that the Library will have materials related to the State of California curriculum topics. The STAR program administrators encourage parents to be involved in children's learning and to help them outside of the classroom, and the Library is used for this purpose. For example, the California Department of Education maintains a Web based "California Reading List" with titles tailored to support testing in the STAR program. This Web site refers parents and students to public libraries for these books.

Another factor in family use of the library is the number of school-age children whose first language is not English. In FY 2000/2001, 22.8 percent of the children (1,807) in the Sunnyvale Elementary School District were English-language learners. These children are attempting to learn the school curriculum and English simultaneously. The public library provides materials about school-related topics at different levels of complexity in English to help children learn at varying reading levels. For the adults who want to help these children learn in specific subject areas, but who may not be fluent in English, the Library provides informational books in languages other than English. Non-feature videocassettes about curriculum-related topics convey content in another format for these children and the parents who are helping them. As the number of English-language learners in our community grows, there is increasing demand for these materials.

These issues convey the importance of on-going communication and cooperation between the local schools and the Sunnyvale Library. The Library will continue to participate in school district planning committees and learning resource center development. The City can also provide educational support for families in Sunnyvale by being an advocate for increased school library funding. This combination of partnership and advocacy will enable the Sunnyvale Library to continue to provide its traditional services to children and their families while supporting the development of strong school libraries. The library also supports the needs of families in Sunnyvale who home-school their children. The collection supports academic needs as well as leisure reading for these children. The collection of curriculum-related videotapes is of particular interest to home-schooling families, as are family-oriented programs offered occasionally during the day. Outreach to home-schooling families, and to families who have children with special needs, are areas of growth.

Youth

The City of Sunnyvale has taken a proactive approach in providing services to teens in the community. One of the purposes of the Columbia Neighborhood Center in Sunnyvale is to provide enjoyable experiences for teens in a safe environment while providing services that are intended to reduce teen risk behavior and consequences. This commitment to teen services is also evident at the Library where services include collections of materials appealing to the varied interests of teenagers and the presentation of both informational and recreational library programs. It is very important that library use continue through the teenage years. When teens use the library to enhance school performance, to find information that will help them in day-to-day experiences and to read for pleasure they benefit from library opportunities now and are also more likely to take advantage of library services as adults.

Recognizing the importance of youth in the community, the Library has focused on improving services to teens. A teen area was created in the Library during the 1998 building renovation. It contains a collection of books and magazines for teens. There is both fiction for reading pleasure and non-fiction to help teens with their challenges in personal growth and finding their place on the world. Free access to this material is particularly beneficial to economically disadvantaged teens. Staff has noted that these materials are helping some teens develop fluency in English.

The Library works with other City departments in planning services for youth. Librarians serve on the Interdepartmental Youth and Family Services Team and Bookmobile librarians work with Columbia Neighborhood Center staff to develop the Library's presence in the Columbia community. The Library, in partnership with the City Parks and Recreation Department, has created online

and print editions of the **Teen Resource Guide**. This guide provides referrals to social, educational, cultural and recreational resources and services available to Sunnyvale teens. Library Staff has also worked to engage teens in volunteer Library services to create experiences of responsibility and partnership with the Library staff. Teens read to children in the Library during the summer, and in a recent joint effort of the American Association of University Women and Sunnyvale Library staff, Sunnyvale teens were recruited to teach Spanish, Vietnamese and Chinese speaking Library visitors how to use the online catalog.

Best practices in other libraries show that there is more that can be done to further involve teens in the Library and maximize services to them. Several libraries provide unique teen areas designed for teen resources and conversation. In some libraries teen space can be transformed to accommodate other events and activities designed for teens. There is also more that can be done in utilizing teen expertise as volunteers, tutors and as advisors for Sunnyvale library teen services. The Sunnyvale Public Library has a high commitment to serve teens.

imagine explore discover learn enjoy

The Library

This is an overview of the six Library Sub-element goals that define the future directions of library services. These goals address the library collection, the services to help customers find and use information and library materials, library programs and publications, library facilities, technology and the collaborative and staff development issues that support library services. The roles defining the areas where the library will seek to excel in the next decade are highlighted as priorities in the policies and action statements for these goals along with the other issues that need to be addressed in the next decade to provide quality library services.

The Library Collection (Goal 6.2A)

The Sunnyvale Library provides a collection of materials in a wide variety of formats to meet the varied interests and needs of the community. These materials include books, books on tape, magazines, newspapers, e-books, compact discs, videocassettes and DVDs.

Librarians select items to meet public demand and to build a quality collection for use by the community over time. Librarians also discard worn or outdated materials to keep the collection current and relevant. The Library Collection Development Policy outlines the method and philosophy for the selection and deselection of library materials. Librarians will evaluate new formats for the collection as they develop in the future.

The success of the collection in meeting the needs of the community is determined in several ways. One indicator of the relevance of the collection for Library customers is the turnover rate of library materials. The turnover rate is the average number of times each item is used, determined by dividing the number of items checked out by the number of items in the collection. Since the publication of the previous sub-element, the turnover rate has increased from 3.76 in FY 1989/1990 to 6.4 in FY 2001/2002. This demonstrates the focus during the past decade on selecting items required by customers and deleting outdated items no longer in use. Efforts to provide relevant materials will continue during the next decade.

… the turnover rate has increased from 3.76 in FY 1989/1990 to 6.4 in FY 2001/2002. This demonstrates the focus … on selecting items required by customers and deleting outdated items no longer in use.

The success of the collection is also determined through customer satisfaction surveys. In the 1990s, performance measures for the Library collection were changed from monitoring the size of the collection to asking customers in an annual survey if they find what they are looking for at the Library. The response helps the librarians determine whether enough copies of specific titles are being purchased and whether the items purchased are of interest.

A final measure for collection success is the overall circulation of the collection. As stated earlier, the number of items checked out has risen significantly in the past years.

The Library collection is the backbone of the Library, supporting the Library's activities and services. Issues and actions for the Library collection are

Key Policy Areas Reflecting Library Roles

addressed in the first goal of the Library Sub-element. Four key policy areas reflect new library roles:

- Children's material
- Reference collection
- Educational support
- Popular materials

These areas are documented in more detail below.

Children's Materials

All materials in the children's collection are heavily used. In FY 2001/2002, the turnover rate for children's materials was 7.38, compared to the overall library turnover rate of 6.4. The number of items in the Children's Collection is 22.93 percent of the entire collection, yet these materials accounted for 33.28 percent of the total library circulation in FY 2001/2002. A larger proportions of funds have been allocated from the Library materials budget to purchase materials for children.

> *My name is Amy Tan, 8 years old, a third grader … I love school because the many things I learn seem to turn on a light in the little room in my mind. I can see a lot of things I have never seen before … My father takes me to the library every two weeks, and I check five or six books each time. These books seem to open many windows in my little room. I can see many wonderful things outside. I always look forward to going to the library.*
>
> –Amy Tan
> What the Library Means to Me
> Santa Rosa, California, 1960

There are several important components of providing a high quality children's library, Children are attracted to books, which are new, colorful and current. Multiple copies of proven titles help meet the needs of many children at the same time. Libraries select materials for children that reflect trends, characters and series for children. The high turnover rate for children's materials means that children's books wear out more quickly than adult books. Adequate funds for new items and for the replacement of worn and dated materials are necessary to maintain a relevant collection for children. Children's classics in new editions, with fresh pictures and crisp pages, allow new generations of children to develop a love of literature while at the same time developing their basic literary skills.

The Library is committed to promoting childhood literacy. Educators suggest that there are three distinct stages, each about four years in length, in the development of fluent readers. The Library supports reading development of children in the first stage with collection of board books for babies and picture books for preschool children. The second stage of reading development from kindergarten to the third grade is supported through quantities of beginning and easy-to-read books, both fiction and non-fiction, along with tapes and videocassettes. Children in the third stage of reading development, beginning in the fourth grade, are reading to learn. The Library provides fiction and non-fiction materials, which support learning assignments and also help children develop as individuals with specific interests. The organization of a library's children's collection should be based on these stages of reading for browsing by children and for parents helping their children develop reading skills.

The Reference Collection

The reference collection provides materials for library customers to find information related to work, school and personal life. Reference books range in scope from general encyclopedias to more specialized books about topics such as home improvement, college admissions, medicine and collectibles. Additional sources of information are auto repair manuals, schematic diagrams for repairing electronic reference devices and consumer information. In addition

to print resources, the Library provides an increasing amount of information in electronic formats. Library customers have access to the Internet at no charge to them. The Library also purchases proprietary databases and software licenses for customers to use on Library research computers. These databases provide access to full text articles from magazines and newspapers (including the San Jose Mercury News back to 1985) and other information resources. These databases can be relied on for factual correctness and they give more consolidated information on topics than Web sites provide. One future challenge will be balancing both print and electronic resources to provide timely and accurate information.

Three distinct reference areas in the Library provide in-depth information about topics of interest to customers. These collections are the Sunnyvale Collection; the Business and Investment Collection and Sc[i][3].

Sunnyvale Collection

The first special reference collection is the Sunnyvale Collection which provides information and documents about City government and local history. Residents can come to the library to learn about municipal government through meeting agendas, reports to Council, advisory board minutes and City of Sunnyvale publications. Videocassette tapes of Council meetings are also found in this collection. Librarians are experts in assembling and presenting the printed, digital and media-based information about the community. They will continue to have increasing responsibility for collecting, displaying and archiving local information because this is the logical location for these activities to occur. Library staff have a long-term history of cooperation with the Sunnyvale Historical Society to seek their input while preserving and providing local history library materials for the community.

Business and Investment Collection

The second special collection is the Business and Investment Collection. Its purpose is to support the financial well being of residents, to promote community economic development with information for business owners and managers and to provide employment based information to local employees and job-seekers. The Library works in partnership with NOVA (the City of Sunnyvale Department of Employment Development) to provide information and resources for both job seekers and businesses. Adjacent to each other on the Civic Center campus, the Library and NOVA support each other in the common objective of meeting customers' needs for employment and business information.

The Sunnyvale Public Library is a superior resource for current and comprehensive information for the business community and all its elements including major corporations, venture capitalists, entrepreneurs, small business owners, job-seekers and workers seeking additional skills. The needs of the business community are supported by providing:

Needs of the Business Community

- Current and detailed information on economic forecast, global, national and industry-specific
- Background on venture capital resources, foundations, grants, assistance for small business starters and managers
- Staff-created book lists and bibliographies with particular focus on business needs database information on more than 12 million U.S. businesses
- Forecasts of employment trends, job training requirements and salary ranges
- Current information on companies; local and national business directories
- Job search strategies, resumes and job interview instruction

Sc[i]³

The third special collection is Sc[i]³. The mission of the Sunnyvale Center for Innovation, Inventions and Ideas is to foster innovation and community economic growth by providing education and specialized services for inventors, entrepreneurs and intellectual property practitioners. Sc[i]³ is both a community and regional resource for intellectual property information. Invention and other intellectual property activities are thriving in the Bay area which has one of the highest rates of patents issued in the United States. In FY 2002/2003, 2,912 patents were issued to Sunnyvale residents or corporations.

The Sunnyvale Library Future Needs Assessment included a survey of the local business community. The findings provide direction for serving these customers in the future. Most of the businesses do not currently use the Sunnyvale Library. More active communication to inform them of Library business services and collections through programs or mailing is desirable. Of the companies surveyed, 55 percent need intellectual property information (especially about trademarks) and 60 percent are aware that the Sunnyvale Library has the information so public notification of this collection has been more successful.

Community needs will change during the next decade and the Library staff will evaluate possibilities for new special reference collections and information formats based on available space, cost factors and level of demand from a significant portion of Library customers.

We must not think of learning as only what happens in schools. It is an extended part of life. The most readily available resource for all of life is our public library system.

-David McCullough

Educational Support

The library is a resource for lifelong education by citizens in the community. Education occurs through participation in formal learning programs and also through individual, self-paced programs of learning. The Sunnyvale Public Library currently supports both of these approaches to education and will continue to fine tune the activities and collections that support education. An overarching benefit of the library contribution to education is the development of an educated citizenry. Citizens become informed and with this knowledge they are able to act wisely on a personal level, in their work and also as participants in government.

At the formal education level, the Library enhances the educational services that schools offer to students of all ages in the community. The Library has areas for study that are accessible all open hours, including evenings and weekends. The Library provides materials that clarify classroom topics although not at the technical textbook level. Librarians provide homework support to students of all ages.

The library is also a resource for citizens following a personal course of study. Topics may include cultural interests, a hobby, or developing new knowledge or skills for personal self-improvement or for job-related purposes. A collection of materials covering a wide range of topics that are in-demand supports the independent learners in the community. The non-fiction section is especially important for these learners.

Two important actions emerge from this role of the library. One is the need for library staff to continue to partner with local educators to support strong school libraries. The library has multiple roles to fulfill and cannot be the sole source for educational materials. The other is the need to explore a library adult literacy program with special focus on English as a second language. Literacy is the foundation of learning. Growing community diversity suggests that there is a target audience for such a program. The feasibility of providing special literacy materials and tutoring through a Library program should be studied, either as an independent grant project or a program which could be

implemented with community partners. While the Sunnyvale Library worked with the Fremont Adult Education program to provide literary tutoring at the Library in the 1990s, the increasing diversity of the population indicates that more literacy support is needed.

Popular Materials

The popular materials library is a dependable source for items that are in demand by customers of all ages. Titles in demand range from new bestsellers to classic titles. Multiple copies of high demand items are purchased in both print and non-print formats. Popular materials also reflect the languages read and spoken in Sunnyvale. This list illustrates the collections that are currently the most heavily used at the Library:

Most Heavily Used Library Collections

Subject	% of Library Circulation
Adult Non-Fiction	18.35
Adult Feature Videocassettes	9.95*
Children's Picture Books	8.03
Adult music Compact Discs	6.39
Children's Non-fiction	5.51
Children's Paperbacks	4.31
Adult Fiction	4.31
Children's Easy Readers	3.96
Adult Chinese Language Books	3.68
Children's Videocassettes	3.44
Adult Non-Feature Videocassettes	3.14
Adult Mysteries	1.96
Teen collection	1.58

* Three-day circulation period. All other items on this list circulate for three weeks

Trends in use will be monitored during the next decade as a guide for allocating resources for popular materials.

This library role supports access to printed, filmed and recorded stories along with music and materials about non-fiction interests for library customers. Popular materials provide interesting and pleasurable experiences for library customers who seek refreshment and relaxation through reading, viewing and listening to library materials. There are many challenges and daily demands for members of this community and Library popular materials are a source of enjoyment and respite for Library users. There is also an economic benefit to borrowing rather than purchasing items.

Two categories of popular materials will be of particular importance in the future. One category is the Library Teen Collection and the other is the collection of large print and recorded books used by older customers. The Teen Collection is one of the positive options for leisure activities by youth in Sunnyvale. The rapidly changing nature of teen materials and trends means this collection must be kept relevant and up-to-date. The other category is large print books and recorded books. These items are of particular value to older Library users. As noted earlier in City demographic analysis, older adults already use the library to a larger degree than some other age groups. The number of older adults in Sunnyvale may also increase over the next decade as the population ages.

During the past decade, there has been a high level of consolidation among bookstores. The new superstores that have emerged provide customers with both print and media items in a very comfortable environment. The community often looks to the public library to provide similar services. The role of the popular materials library supports this similarity through the importance of responding to customer preferences and displaying materials attractively. Bookstores and libraries complement each other as customers use both. These issues also underlie the connections between libraries and online booksellers. The use of materials from the Sunnyvale Library increased in the last decade in conjunction with the opening of local bookstores and the emergence of booksellers online. Managers of both bookstores and the library should continue to work together for mutual benefit in the future as demonstrated in the recent Sunnyvale Library/Borders cooperation for the John Steinbeck Reading Program.

There are, however, distinct differences between the two, and libraries must focus on their niche in providing books and media. While bookstores provide access to items that are currently in print and available from publishers, libraries provide a range of materials including out-of-print items that will be needed by their customers. Many reference materials found in libraries are not available in bookstores and their cost is prohibitive for individual purchase. Libraries also participate in wide networks of interlibrary loan in order to provide needed items for customers. Libraries organize materials based on a uniform classification system that enables users to reliably locate materials. Library commitment to the findability of information and materials is also supported by highly trained librarians who will fully meet all customer requirements for getting materials in the library or from another source.

Finding and Using Information and Library Materials (Goal 6.2B)

The second goal of the Library Sub-element is assisting customers to locate the information and materials they need. Librarians evaluate, collect and manage information and materials to fulfill this goal. Librarians also monitor community information resources in order to make referrals outside the Library in response to some customer information requirements. Outreach service programs are offered for customers who do not travel to the Library.

Reference Services

Librarians are community information specialists who assist customers of all ages to find and use information and library materials. Librarians are trained to find accurate and timely information from a wide variety of print, non-print and digital sources. The information requirements of the public range from specific facts to an array of information about a topic. Librarians also provide readers advisory assistance by providing guidance for customers looking for books to read. Readers advisory work is a critical component of services to children who frequently need help in finding books to match personal reading interests. Readers advisory service is also used by adults who need assistance in finding books to read for pleasure.

> *Knowledge is knowing … or knowing where to find out.*
> –Alvin Toffler

Reference services are accomplished in the Library and by telephone. Personal contact with the librarians is an important factor in the retrieval of information and librarians have skills and experience in determining what information is needed through dialogue with customers. This interactive

process also provides a face and voice that humanizes City government for Library users in the community. Librarians strive to provide current and accurate reference information. One performance measure in the Library Outcome Budget reflects the accuracy of reference services for children and adults. Volunteers assist with an annual survey to test the accuracy of reference responses from the Sunnyvale Library. In FY 2001/2002, 94.5 percent of the test questions were answered accurately.

> **My guess is about 300 years until computers are as good as, say, your local reference library in doing a search …**
>
> **–Crain Silverstein**
> **Director of Technology**
> **at Google**

Use of library reference service varies over time. Currently, the demand for reference and reader's advisory services for children is increasing. In FY 2001/2002, children's librarians answered 56,265 questions. This is an 8 percent increase from the previous fiscal year. This follows the trends in the number of children living in Sunnyvale and the use of the Library for learning and literacy. The last decade has seen the introduction of the Internet into the lives of many community residents. People are using the Internet to find information and for many purposes it is often an excellent resource. The Internet however, is restricted as a fully reliable information resource and there continues to be a need for reference services. Internet users are dependent on the search terms and Web sites offered by search engines which vary widely in scope and accuracy. Web users face unsubstantiated information on some sites, sites that are not updated or that are abruptly removed, increasing commercialization of sites with distracting advertising and a growing number of sites that charge fees for access. One of many examples of fee-based access is Consumer Reports which requires payment for web access to its product evaluations. Consumer Reports in print is freely accessible at the Library. The Library also has considerable value as a source of archival information in comparison to the Internet where the information is generally recent.

The impact of the Internet on library services has been to supplant many of the factual or "ready reference" questions that were asked in the library. The number of reference questions from adults has declined by 18.8 percent from FY 1998/1999. Library customers do continue to seek reference assistance for their more complex and difficult information needs, which cannot be resolved through the Internet. The result has been fewer reference questions from the public but more time used by librarians to answer the more intricate requests.

The Internet has also provided new ways for librarians to interact with customers through Internet chat rooms where customer questions can be answered online. The most popular program providing this service is called the Question and Answer (Q and A) Café in California libraries, including Sunnyvale. The service is available seven hours per day, several days a week, and the "on duty" librarians rotate among participating libraries. Services should increase to 24 hours a day in future.

There are two elements of reference services at the Sunnyvale Library that are special areas of focus and whose importance will increase in the future. The first is community information and referral services. Sunnyvale librarians stay informed about the wealth of community resources available to residents. Community members live in a challenging environment for work and lifestyles and it is expected that they will continue to need to find social and government agencies along with local clubs and associations to support their personal interests and issues. One recent innovation by Library staff in support of this need has been the creation of an "eNeighborhood" which is presented on the Library Web site. It is a compilation of other Web sites for clubs, agencies and associations that are active in Sunnyvale. The second special area of focus of reference service is research assistance for City staff. Librarians provide information to City staff for work-related projects and issues in order to contribute

their information skills and expertise to the practice of effective municipal government.

Reference services are traditionally a part of free library services. There may be opportunities in the future to explore entrepreneurial fee-based services that are clearly distinct from traditionally free services. For example, fees could be charged for librarians to complete and present comprehensive in-depth information searches in specialized business, medical or technical subjects. These services would be provided on a full cost-recovery basis with the potential of additional financial benefit to the Library. Any potential fee-based services would include an evaluation of the benefit to the community and a review of commercial services performing similar activities.

Sc[i]³

The Sunnyvale Center for Innovation, Invention and Ideas has been an entrepreneurial activity of the Sunnyvale Library. Initially, Sc[i]³ sought full cost recovery for both reference assistance to the public in the areas of patents and trademark and copyright and the fee-based activities established to sustain Sc[i]³. On January 29, 2002, the City Council gave two directives regarding Sc[i]³.

The first directive was to integrate intellectual property reference services with other information services at the Reference/ Information Center. Librarians and the public now use reference research materials provided through the Partnership Patent and Trademark Depository Library Program in a special section of the library reference collection. The Library also provides free public access computers to access the U.S. Patent and Trademark Office (USPTO) Web site. The Sunnyvale Library is required by the USPTO to provide assistance in use of this collection at no cost to the users. Use of this collection will be monitored over time to assess public demand for these resources.

The second directive was to maintain fee-based services separately and to eliminate or add services as necessary to maintain self-sufficiency for the entrepreneurial activities. At this time, fee-based services for Sc[i]³ are document delivery, librarian assisted patent and trademark searches, videoconferencing with officials of the USPTO and offering high-demand intellectual property training programs through onsite and offsite classes sponsored by Sc[i]³.

Organize and Lend Materials for Customer Convenience

In FY 2001/2002, there were 15,200 new titles added to the Library collection. Some of these titles have two or more copies. Each title is individually cataloged with a location number to place it in the appropriate subject area on the Library shelves. The Library adheres to international standards for cataloging and classification procedures. These standards assure consistency in how items are classified so customers can find similar items grouped together on the Library shelves. International standards also provide a structure for cataloging non-English language materials with the same consistency.

> *The love of learning, the sequestered nooks,*
> *And all the sweet serenity of books.*
> **-Henry Wadsworth Longfellow**

Cataloging is accomplished through an online network for sharing records. This network is also the foundation of inter-library resource sharing. Libraries are able to borrow items from other libraries for their customers and reciprocate by lending their materials to other libraries. In the future, the Library staff will explore ways to expand access and resource sharing, particularly for non-English language materials.

Materials in the Sunnyvale Library Collection are displayed in the Online Patron Access Catalog (OPAC). The OPAC is available for use in the Library and also through web-based access from remote sites. Access approaches 24 hours a day, seven days a week, with some down-time to run Library computer reports and perform maintenance. The online vendors of books such as Amazon and Barnes and Noble have established graphically rich and customer-friendly Web sites that have shaped user expectations of library OPACs. This trend will influence the design of the Sunnyvale Library OPAC in the future.

The library OPAC is part of the online integrated library system. Cataloging and circulation are other modules of this system. The Circulation modules process checkouts, returns and records of overdue materials. This is a real-time computer system that immediately reflects every activity on each module of the system. This system is key to the operation of essential Library functions. As existing functionality decreases, updates to and eventual replacement of Library online integrated systems is required over a substantial period of time. The current online integrated system was installed in 1987 and is scheduled for replacement.

The effective organization of materials is also based on the fast and accurate reshelving of Library materials to their proper locations for library users. In FY 2001/2002 1,364,417 items were reshelved at the Sunnyvale Library, with 90.90 percent of these materials reshelved within 24 hours of check in and 96.9 percent reshelved in accurate order.

The Library seeks to maintain liberal and flexible conditions of use of materials. Limits on the number of items borrowed are used for high-demand items only. The Library makes the majority of items available for use outside of the Library. There is a need to explore the purpose, cost efficiency and customer benefits and constraints for Library overdue fines and reserve charges and other fees. Some libraries have discontinued fines and fees.

Outreach Services

Not all community members are able to travel to the Library due to transportation issues, health problems or work schedules that conflict with Library open hours. During the next decade, the Library will explore methods through which Library users can receive materials and services at home or in the work place to supplement existing outreach efforts.

The Bookmobile is currently the major Library outreach activity in Sunnyvale, although slated for possible elimination due to budget reductions. The Bookmobile is in service three days a week. In FY 2001/2002, the bookmobile was out in the community for 369 total hours of service. It currently brings library resources to residents of retirement homes, mobile home parks and neighborhoods. It also visits public and private school sites. Because it has a small collection, it is most effective in providing materials for leisure reading to those who cannot come to the Library. For many users, the bookmobile is the only library available. For others, it serves as a first introduction to public services. The Library also has a program to deliver materials to homebound residents. This program is accomplished by Library staff with assistance from volunteers. An “honor book” program has also

been developed in order to make a variety of books at grade levels available in elementary summer school classes. Should this service be eliminated, other means for reaching these underserved populations will need to be found.

The Library catalog and some of the Library electronic reference resources are currently available to remote users through the Library Web site. In the future the Library will seek opportunities to increase the ability of residents to use the Library from remote sites through enhanced Web site content and increased interaction with Library staff through e-mail and other means. The potential of a delivery system for Library materials at home or work will also be explored.

The Library staff will continue to work with other City Departments to deliver neighborhood programs in City facilities. There may also be opportunities to partner with community groups to provide library services through other facilities. One option is to explore shared public library/public school facilities for both school-related activities and library services.

Library Programs and Publications (Goal 6.2C)

The Library produces programs and publications to educate, enrich and enlighten library users.

Programs are offered to the community to introduce them to the vast array of Library materials and services. Programs often include displays of Library materials to deepen customer awareness of Library resources. A variety of programs for different interests and ages attracts a cross-section of the community to the Library. A number of programs focus on diverse cultures including holiday programs celebrating Las Posadas and Cinco de Mayo (Mexican), Norooz (Iranian), Diwali (Hindi) along with Hanukkah and Christmas. Other programs have emphasized African music, Chinese storytelling and Filipino and Russian dance and music. Library programs will continue to reflect the wide cultural diversity of the community. A total of 18,758 people attended library programs in FY 2001/2002.

Reading lists and guides to web sites are published to highlight resources for reading pleasure and information. Brochures and flyers notify customers of programs and other Library services.

Programs for Children

Programs offered to children and families promote reading skills the love and importance of reading. The Library encourages parents to read to their children and promotes exposure to books at storytime programs held during the day, on weekends, and evenings. Many programs are family-oriented, because the family often uses the Library together. Programs offered in past years for young children include rhymes, songs, and stories for babies 6 – 16 months old, toddler storytimes for children 2 – 3 years old, who attend with their parents or caregivers, and preschool storytimes for children 3 – 5 years old.

You may have tangible wealth untold,
Caskets of jewels and coffers of gold.
Richer than I you can never be –
I had a mother who read to me.
–Strickland Gillilan

In the future it is likely that the Library will continue to experience increased demand for additional programs for preschool children. Audience size for these programs must be limited so that the participants can learn from and enjoy the experience. The Library is also exploring ways to improve school readiness

for preschoolers by enhancing educational opportunities in day care facilities and by providing guidance for these caregivers in selecting stories and planning literacy-building activities.

Programs for school-age children include storytelling, crafts, author visits, multicultural celebrations and puppet shows. Children's librarians make presentations to school classes at the Library, and they visit Sunnyvale schools to promote the summer reading program and the Bookmobile. Classes who visit the Library are introduced to the Library collection and are given some library skills instruction. They are also introduced to books and other materials which can enrich their leisure time.

Programs for Teens and Adults

Programs are offered for teens and adults to reflect and expand their range of interests and to emphasize the enjoyment of reading and the enhancement of knowledge it provides. Programs also provide an opportunity for Library users to hear and meet authors and other experts in areas where they seek skills and knowledge. Presentations by the San Jose Opera Company and the Oregon Shakespeare Festival have enhanced cultural opportunities for adults in Sunnyvale and teens have responded to programs for them about poetry, literature, crafts and graphic arts.

The Library also offers programs that are intended to help teens and adults use Library resources. The purpose is to empower Library visitors to be more self-sufficient in the Library for finding and analyzing information through an on-going series of instructional classes about the collection and library services and also classes in using Library digital resources. Through these programs the Library promotes information literacy and evaluation skills for customers working independently in the Library. In FY 1999/2000, the library implemented the grant-funded Certified Library Users program. Participants in the program attended a series of instructional classes given by librarians covering use of the Library computer catalog, Library reference resources, the World Wide Web and more specialized topics. Several hundred people participated in some or all of these classes, which have continued after the completion of the grant project in response to meet customer demand.

Promote and Publicize the Library

One of the findings of the Sunnyvale Library Future Needs Assessment was the need expressed by both the residential community and the business community to be better informed of Library services and collections. In the future, the Library will explore additional ways to publicize the Library through displays and flyers and public speaking opportunities. In addition, other methods of publicity and promotion will be investigated.

One of the findings of the Sunnnyvale Library Future Needs Assessment was the need expressed by both the residential community and the business community to be better informed of library services and collections.

There are several potential new methods to better inform the community about the Library. One method is increased Library presence at community events. This could be accomplished by Library information booths or the presence of Library trustees and staff. Another method is using the media and the Web more extensively to promote and publicize the Library.

Another approach will be to explore the use of local cable television to inform residents about the Library and also to present selected library services. Programs and booktalks could be broadcast on Sunnyvale cable to allow residents to enjoy some Library programs from home while learning about the kinds of programs and services offered at the Library. Recently this approach met with promise from the public when Sunnyvale Voices multimedia stories about Sunnyvale history aired on KSUN.

Library Facilities (Goal 6.2D)

Sunnyvale is served by a full service Main Library. This facility is the major access point for all services and collections.

The Library promotes access to materials by placing them on open shelves so users may help themselves. Only older magazines and some documents are stored and retrieved for archival purposes. Otherwise there are no restrictions that limit direct access to all Library materials by all Library visitors. The Library staff does not label items with judgements about the content of materials or intrude in any other way into each visitor's ability to evaluate items for personal use. Parents and guardians guide their children's use of the Library.

> A censor is a man who knows more than he thinks you ought to.
>
> –Dr. Laurence Peter

A new signage system was installed in the library in 1998. It has improved the ability of visitors to navigate the building and find materials. Demographic trends indicate that there is a need to also provide signs in languages other than English.

The Library is open seven days a week for a total of 68 hours. Some customers would appreciate additional open hours or a different schedule of open hours. This need has been expressed in comments received over time from customers. In the future, changing community needs and patterns of use should be studied to determine if there is a need to adjust Library hours.

The Library interior was renovated in 1998. This renovation was undertaken to solve some of the problems identified in a 1992 Library Space Needs Assessment. This assessment indicated that the Library building was designed to serve a maximum population of 114,000. The emphasis during the 1998 renovation was to optimize the use of existing space. Since 1998, the number of visitors is increasing and the Sunnyvale Library Future Needs Assessment disclosed that 52 percent of survey participants stay at the Library for 30 – 60 minutes during each visit and 32 percent stay more than an hour.

The Library building is a series of rooms that were added in sequence during building expansions in 1971 and 1986. Gains from the 1998 renovation to use existing space more effectively were additional seating, carpet replacement, additional shelving, new workspace and display space for the Friends of the Sunnyvale Library and new data wiring in selected areas of the building. During the renovation, however, a group study room was lost, the shelving for children's materials was increased in height to gain capacity and the new data wiring is already reaching capacity.

The nature of libraries is changing and both the age and structure of the Sunnyvale Library facility are detrimental to the flexibility required to provide library services in the future. The primary roles that have been identified as the service areas where the Library will excel in the next decade have implications for Library space needs and these roles cannot be fully accomplished in the existing building.

Children's Library

Use of the children's library is increasing and the space apportioned to this area of the library should increase to meet users needs. The collection should be on lower shelving for access by children. The shelving should be rearranged so the materials are organized distinctly into the three levels of reading skills – preschoolers, younger children and older elementary school-aged children. Additional seating is needed for children and their families. The children's

room currently provides only 10.94 percent of the public seating available in the entire facility. These changes cannot be accomplished within the existing Library structure.

Reference Library

The digitization and electronic delivery of information will continue to create additional demands on the library facility. In order to continue to provide accurate and up-to-date information, additional electronic resources will be added to the collection during the next decade resulting in the need for more computer access points and data wiring. Librarians will also continue to create and broadcast information. These demands are likely to exceed existing infrastructure capacity.

Education Support

Adequate study areas are needed for students and self-paced learners. One of the most critical findings in the Sunnyvale Library Future Needs Assessment is the need for quiet study areas in the Library facility. On the days they completed the survey, 40 percent of the participants in the Sunnyvale Library Future Needs Assessment came to the library to read and 88 percent of the participants rated the availability of quiet areas for reading and working as important (Page 24 and Appendix E). Library quiet areas are currently located in the open bookstacks with "Quiet Area" signs but they cannot be kept fully quiet. Other options for study areas need to be explored.

Popular Materials

This role emphasizes the importance of enjoyable browsing in the Library. Face-out shelving to highlight popular materials, broad aisles in popular materials areas and sufficient comfortable seating alongside popular materials are needed to successfully carry out this role. At this time, popular materials are found in several areas of the Library and the building structure prevents their consolidation and presentation.

Community Activities Center

This role recognizes that the Library is a destination for members of the community. The Library is a place where people can attend programs and meetings. This role requires meeting spaces of different sizes and configurations to accommodate these programs and meetings. Fifty-two percent of the participants in the Sunnyvale Library Future Needs Assessment indicated that the availability of rooms for small study groups is very/somewhat important and 51 percent indicated the availability of rooms for programs and events was very/somewhat important (Appendix E). Groups of different sizes currently meet in the building for tutoring and work in study groups. Accommodating the needs of these Library visitors and also those seeking quiet study areas is a critical facility issue.

In response to the increasing complexity of Library space issues, it will be necessary to conduct a study of Library space. The study will determine how much additional space is needed and what kind of space it should be. The study will also address access to the collection by users of different ages and mobility and the current adequacy and design of the public service desks. The study will also explore the feasibility of retail and/or food beverage services for Library customers due to many requests from customers over a long period of time. The options for study range from consideration of a new main library facility to additional Library access points in the community. At this time it appears appropriate to maintain a full service main library. Ninety-four percent of the participants in the Sunnyvale Library Future Needs Assessment indicated that the single location of the Library met their needs. For this critical issue, however, it would be well to correlate areas of residence and Library use to fully determine if the Library serves residents of all the neighborhoods of Sunnyvale.

Using Technology to Optimize the Development and Delivery of Library Services (Goal 6.2E)

The Sunnyvale Library has both adapted to and profited from the profound impact of new technology during the last decade. The Internet, new telecommunication products and systems along with the digitization of information have changed how libraries look and what they do. The Library will continue to be an access point in the distribution of information in digital formats. Considering the pace of recent change, it is likely that there will be new challenges and opportunities for libraries as technological innovation continues in the next decade. The use of technology at the Library is a theme that recurs throughout this document.

Several critical issues have been highlighted as specific goals for the future.

One goal is to continue to support reading and learning at the Library and to find ways to incorporate newly evolved digital formats and methods that will support these fundamental purposes of the library. Another goal is to continue to provide up-to-date reference information in electronic formats and to assist users to manage and evaluate this information. The Library may have a function in the future to help customers blend and consolidate information from a wide variety of electronic resources. The Library will also continue to post a Web site for library customers informing them about the collection, library services and also providing links to other sites.

In addition to managing digital information, Sunnyvale librarians are also creators of content to be distributed in digital formats. An example of this activity is the recently completed "Sunnyvale Voices" project, which was funded through a grant. In association with the Library's 85th birthday, a series of oral histories with long time residents were recorded. The tools for this project were digital cameras, scanners, video editing computers and various software applications. The stories are archived for viewing on VHS video, cable TV and in a simplified format on the Web.

In the next decade, new technologies will need to be evaluated to determine if they can improve the delivery of library services. New technologies will be integrated for more efficiency and effectiveness in delivering services. This will include exploring ways to maximize the capabilities of the online integrated system and to continue to develop an infrastructure for technology-based library services.

A Collaborative and High Performance Organization (Goal 6.2F)

The Sunnyvale Library will continue to perform services for customers with the highest degree of efficiency and quality that is attainable. To achieve this goal library staff will regularly evaluate the organizational performance and seek input from customers about their degree of satisfaction with the Library. In addition to externally administered surveys to assess customer satisfaction, the Library staff also gains information about the use of the Library through statistical data generated by the online integrated library system reflecting patterns of use. This information will be used to continuously improve Library services. Information about use patterns and service outcomes will also be used for benchmarking and other comparative processes to assess if we are matching local, state and nationwide results for Library quality and services. Finding out

how other high performance libraries accomplish their activities will provide new approaches for adoption at the Sunnyvale Library in order to improve the service to its customers. The Library will also adopt practices and systems, which streamline workflow to make Library services and materials available to the public in order to maximize services to the public in an environment of fiscal constraints.

… it is essential that library services are designed to recognize and value the multiple demands on the time of community members.

In this community it is essential that library services are designed to recognize and value the multiple demands on the time of community members. For this reason, library services and procedures must be efficient. Library systems should also be uncomplicated and as simple to understand as possible so customers can carry out routine activities easily and Library staff can focus on doing what is most important to serve customers. An example is the equipment that allows Library customers to quickly check out their own Library materials. This frees the staff to provide personal assistance for more complex circulation issues to Library users.

The Library must continue to seek cooperative relationships to maximize the effectiveness of library services. The Library supports the activities of the Sunnyvale Board of Library Trustees as they receive input from Library customers, advise the City Council about Library policy and advocate for Library issues. The Library also cooperates with the Friends of the Sunnyvale Library in their efforts to support and promote library services. Participation in the City Volunteer program brings community members into the Library to contribute their time for the benefit of Library customers. Another level of cooperative relationships is the participation in library systems and networks for the benefit of Library customers. Local and statewide cooperative networks provide forums for developing services to met new challenges while enabling the community to benefit from reciprocal lending programs and inter-library book delivery. Library systems also provide a structure for legislative advocacy for Library critical issues.

Community partnerships are another factor that result in improved services. The Library will continue to partner with other City departments, local schools, and community associations and local businesses to implement programs that accomplish mutual goals and benefit the community. For example, at this time, the Library staff is participating in a City wide partnership to build community through strong neighborhoods. Library staff will also explore the establishment of a Community Library Foundation.

The Library staff, however, is the key factor in quality library service and high performance. During the past few years there has been a strong focus on building a collaborative environment in the Library and supporting staff in building skills and knowledge. In 2000, the reference librarians who serve adult customers formed a self-directed work team under City guidance. Decisions about day-to-day activities and interactions with all levels of Library staff are carried out by the team members. Their work is coordinated by a leader elected annually among themselves. In order to maximize the skills and knowledge of all Library staff there have been a wide spectrum of training activities offered, some funded by public library funds. Supporting staff development and collaboration are critical directions to maintaining strong Library services. It is important that the Sunnyvale Library also support the recruitment and education of new librarians as the current generation of librarians retire in the next decade. The President's 2003 budget request to Congress proposes an initiative to educate, recruit and train librarians in anticipation of the retirement of nearly 68 percent of current librarians by 2019. Actions to develop the next generation of Sunnyvale librarians must include active recruitment efforts, providing a flexible career path and advancement for library staff and also recognizing the need to create new Library leaders in this changing environment.

Interrelationships with Other Sub–elements

Within the Cultural Element of the General Plan, the Library Sub-element is related to both the Recreation and Heritage Preservation Sub-elements. The Library Sub-element is also related to three other Sub-elements of the City General Plan: Community Participation, Socio-Economic and Land Use.

The Recreation Sub-element addresses the benefits of recreation programs and leisure activities for the community. Library services also benefit the community by providing many options for the use of leisure time for personal enrichment and gaining knowledge.

The Heritage Preservation Sub-element directs the community policies and activities related to promotion and preservation of the community's heritage. The goals and policies of the Heritage Sub-element emphasize the value of Sunnyvale's cultural and architectural heritage. The Library Sub-element addresses the library contribution to the preservation of Sunnyvale's heritage through a local history collection and other library archival activities, such as the recent digital oral history project.

The Community Participation Sub-element of the General Plan establishes the philosophy and directions for identifying and responding to residents' concerns and needs and assuring resident involvement in policy making. This sub-element also emphasizes the importance of community partnerships. The Library Sub-element reflects these issues through specific action statements for regularly seeking customer input and feedback, working with the Board of Library Trustees, encouraging volunteers in the Library and seeking a wide-range of community partnerships.

The Socio-Economic Sub-element of the General Plan deals with the scope of human needs in the City from the perspective of health and social welfare. There are links between both sub-elements for promoting a strong economy, supporting efforts to improve the availability and quality of education in Sunnyvale (with the Sunnyvale Library Sub-element focus on school libraries) and providing services for youth and older residents.

The Land-Use Sub Element of the General Plan defines how the community will grow in terms of businesses and residents. Changes in land use will impact community demographics. These changes can alter the demands for library services as the community changes.

Community Condition Indicators

Community Condition	FY 2002-2003 Value	Source of Data	Reason
Population of Sunnyvale	132,500	Census 2000 Future Years/State Dept. of Finance	No. of Community members
Customers who give the library the highest rating	87%	City wide customer survey	General trend of customer satisfaction
Number of Library visitors	877,135	Patron door count	No. of users of the facility, collection and services
Library visits per capita	6.6	Patron door count divided by population	Proportional relationship of facility use and population
% of registered borrowers who are Sunnyvale residents	65%	Circulation statistics	No. of residents who use or intend to use the collection
Total no. of Library materials checked out	1,996,562	Circulation statistics	Use of the collection
No. of items checked out per capita	15.07	Circulation statistics divided by population	Proportional relationship of collection use and population
Circulation of children's materials as a % of total Library circulation	33.6%	No. of childrens materials checked out divided by total number of materials checked (circulation statistics)	Demand for children's materials and relevance of the collection
Circulation of non-English langauge materials as a % of total library circulation	6.5%	No. of non-English language materials checked out divided by total no. of materials checked out (circulation statistics)	Demand for non-English language materials and relevance of the collection
Turnover rate of Library materials (average use per item)	7.0	No. of items checked out divided by collection size records (circulation statistics)	Demand for Library materials and relevance of the collection
Volume of use of the digital library monitored through:			
Total no. of visitors to the Library Web page	275,975	Information Technology Dept./ use statistics volume of use	Reflects service to remote users and the demand for digital library services
No. of items produced and distributed digitally by library staff	45	Logsheet (includes resource guides, reading lists, Sunnyvale Voices)	Reflects service to remote users and the demand for digital library services
No. of searches using core library electronic resources	112,950	Vendor records of volume use IAC (Information Access) Mercury News	Reflects service to remote users and the demand for digital library services
No. of patents issued to Sunnyvale addresses	2,912	EAST (Examiners Automated Searching Tool)	Local Patents/relates to Sc[i]^3 services
No. of patent applications submited to the Patent and Trademark Office by Sunnyvale residents & businesses	2,752	EAST (Examiners Automated Searching Tool	Local patents/relates to Sc[i]^3 services

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Goals, Policies & Action Statements

The Library Sub-element establishes an integrated set of goals, policies and action statements that respond to the Community Conditions, Library service issues and the planning process described in this document.

The library's goals, policies and action statements are based on the following principles:

The ultimate goal of the Sunnyvale Public Library is to provide a full service library which will meet the needs of the community. Library services will be provided free of charge to library users.

The Library will strive to provide physical facilities and conditions of use necessary to give convenient and effective service to residents.

The City of Sunnyvale supports the Library Bill of Rights, the Freedom to View Statement and Libraries: An American Value all endorsed or adopted by the American Library Association. (See Appendices A, B and C)

The Sunnyvale Public Library will strive to provide a balanced collection of materials representing all points of view, and selected for their popularity and for their quality.

The Sunnyvale Public Library will work in cooperation with the California State Library and with neighboring libraries in the Silicon Valley and greater Bay Area.

The Sunnyvale Public Library will monitor and evaluate its services in order to respond to the changing needs of the community.

The Sunnyvale Public Library will use current technology to make its services efficient and effective.

The Sunnyvale Public Library will recruit, train and retain the most competent personnel available.

Introduction

The goals, policies and action statements of the Library sub-element are designed to provide a flexible infrastructure within which Library collections, services and programs can be managed and, when necessary, refocused to meet the needs of an evolving community. They are intended to serve as the basis for decision making over the next decade. The report itself establishes the current status of library service, recognizes emerging trends and identifies likely responses.

The goals, policies and action statements as presented are consistent with all elements and sub-elements of the General Plan and, although they represent the long-range planning effort for the Sunnyvale Public Library, they are not presented as sequential activities. Due to the dynamic nature of Library service in the Information Age the community must recognize that the targets established in this document are moving ones. As written the goals, policies and action statements attempt to anticipate this changing environment and are primarily general in nature. They also reflect the roles identified by the community through surveys and its Board of Library Trustee representatives as high priority.

Goal Areas Identified Through the Sub-element Process

Goal	Area
6.2A	Collection
6.2B	Services
6.2C	Programs and Publications
6.2D	Library Facilities
6.2E	Technology
6.2F	Collaboration and Customer Focus

The fact that the collection of materials in all forms represents the core of the Library is reflected here as well as in the Library Outcome Management structure.

Four of the priorities for service can be found in the policies related to Goal 6.2A. After materials selection, one of the most important factors in differentiating an excellent library from book warehouse is the services and programs provided. When well thought out and executed, these assist the customer in understanding the breadth and depth of information available, provide skills for access, present new ways of thinking about issues, educate and provide opportunities for the development of an informed and enlightened community. In order for these functions to occur, it is necessary to maintain facilities that are conducive to interaction, contemplation and active learning. It is also necessary to employ technology in ways that enhance the customer experience and improve ease of use. All of the foregoing depend on people, so the last goal area addresses both the ways in which cooperation and collaboration benefit the customer and the importance of providing staff the training, tools and skills to allow them to contribute to the fullest extent of their capabilities.

It is clear that these goals, policies and action statements are interwoven in the same way the functions of a library are interwoven. Each is dependent in some way upon the others. As such they will be used in a variety of combinations to maintain the high standards already established in Sunnyvale Public Library.

Library Collection

Goal 6.2A

Provide a broad and diverse collection of books and other Library materials to meet the varied interests and needs of the community

Policy 6.2A.1

Provide a collection of materials in print, audiovisual and electronic formats in support of all Library services

Action Statements:

6.2A.1a. Provide a collection of adequate size, quality and diversity that reflects the changing needs of its customers

6.2A.1b. Acquire and maintain current and relevant materials in response to community interest and demand

6.2A.1c. Explore the addition of new formats as technologies change and customer interest indicates

6.2A.1d. Provide collection formats commensurate with those in the high quality public libraries in California

Policy 6.2A.2 **Give high priority to the collection of materials for children and their parents, teachers and care givers**

Action Statements:

6.2A.2a. Select multiple copies of most wanted titles for children

6.2A.2b. Promote childhood literacy

6.2A.2c. Provide materials about non-fiction subjects at multiple reading levels to meet the changing needs of children who are learning English as a second language

6.2A.2d. Keep the children's collection attractive, up-to-date and representative of the best in children's literature by replacing worn and dated materials with new items

6.2A.2e. Support the efforts of parents and caregivers to find children's materials

Policy 6.2A.3 **Give high priority to the development of the collection that supports reference services**

Action Statements:

6.2A.3a. Provide a current and relevant collection of reference resources

6.2A.3b. Promote community economic development and the financial well-being of residents by providing business and investment materials

6.2A.3c. Provide a collection of patents and trademarks

6.2A.3d. Cooperate with the City Department of Employment Development to provide resources and services to local employers and job seekers

6.2A.3e. Promote the appreciation of local history through a Sunnyvale Collection

6.2A.3f. Examine the needs of the community for new specialized collections

Policy 6.2A.4 **Give high priority to providing educational support for library users of all ages**

Action Statements:

6.2A.4a. Provide materials and services for students in formal education programs

6.2A.4b. Provide materials and services for independent learners engaged in seeking knowledge and skills through self-directed endeavors

6.2A.4c. Explore the provision of Library materials and services through an adult literacy program with special focus on English as a second language

6.2A.4d. Support and advise the schools to encourage them to develop school libraries

Policy 6.2A.5 **Give high priority to developing the Library's collection of Popular Materials**

Action Statements:

6.2A.5a. Provide multiple copies of titles that are in demand, such as customer requests and best seller lists

6.2A.5b. Provide popular materials in languages that reflect languages read and spoken in Sunnyvale

6.2A.5c. Provide a collection of media

6.2A.5d. Provide a current and changing collection for Teens

6.2A.5e. Provide large print and recorded books for older residents and the visually impaired

6.2A.5f. Emphasize the acquisition of materials of general interest

Finding and Using Materials and Information

Goal 6.2B

Provide Library services to help the community find and use the materials and information they need

Policy 6.2B.1 **Give high priority to providing reference services for library patrons of all ages**

Action Statements:

6.2B.1a. Provide current and accurate reference information services

6.2B.1b. Provide reader's advisory service to guide readers to materials in the collection

6.2B.1c. Provide community information and referral services

6.2B.1d. Provide patent reference services based on demand and financial self sufficiency for Sc[i][3] services

6.2B.1e. Provide research assistance for City department staff projects

6.2B.1f. Continue to provide free reference services

6.2B.1g. Explore opportunities to be an entrepreneurial library and provide extra fee-based services

Policy 6.2B.2 **Organize and present materials so library users can find what they need**

Action Statements:

6.2B.2a. Provide an online integrated Library system

6.2B.2b. Provide onsite and remote access to the Library catalog

6.2B.2c. Adhere to international standards for classification and cataloging procedures

6.2B.2d. Encourage the development of industry standards to expand access and resource sharing

6.2B.2e. Classify materials and provide catalog access with the end result of a user friendly system

6.2B.2f. Provide for fast and accurate reshelving of materials to their proper location for maximum convenience to users

Policy 6.2B.3 **Ensure lending procedures that are convenient to Library users**

Action Statements:

6.2B.3a. Maintain liberal and flexible conditions of use; place limits on number of items borrowed when absolutely necessary

6.2B.3b. Evaluate the need and purpose for library overdue fines and library fees

6.2B.3c. Make as many materials as possible available for use outside the Library

Policy 6.2B.4

Provide outreach services at times and locations to meet needs of customers who do not travel to the Main Library

Action Statements:

6.2B.4a. Explore the most effective methods for getting library services and materials out into the community (the Bookmobile, for example)

6.2B.4b. Cooperate with other City departments in neighborhood programs and City facilities to reach residents of Sunnyvale

6.2B.4c. Explore methods through which Library users can receive Library materials and services at home or in the workplace

6.2B.4d. Explore providing Library services through other facilities (schools, for example)

Programs and Publications

Goal 6.2C

Provide Library programs and publications to educate, enrich and enlighten Library users

Policy 6.2C.1

Promote life-long use of the Library and love of reading through programs for children

Action Statements:

6.2C.1a. Provide programs for children and their caregivers which develop interest and skills in reading

6.2C.1b. Explore means of enhancing educational opportunities in day care by providing guidance for caregivers in selecting stories and planning activities

6.2C.1c. Provide programs for children that reflect the wide cultural diversity of the community

6.2C.1d. Encourage visits from school classes to emphasize Library services and collections for children

6.2C.1e. Recognize the family as a customer service unit

6.2C.1f. Explore options to meet the demand for preschool programs

Policy 6.2C.2

Provide programs for teens and adults to reflect and expand the broad range of interests of community residents

Action Statements:

6.2C.2a. Provide programs which emphasize the enjoyment of reading and enhancement of knowledge

6.2C.2b. Provide an opportunity for teens and adults to connect with experts in areas where they seek skills and knowledge

6.2C.2c. Deepen customer awareness of Library resources through programs

6.2C.2d. Provide programs for teens and adults that reflect the cultural diversity of the community

Policy 6.2C.3

Give high priority to helping library visitors learn how to use the library and its resources

Action Statements:

6.2C.3a. Provide instructional classes about Library services and collections

6.2C.3b. Provide instructional classes in using Library computer resources

6.2C.3c. Promote information literacy and evaluation skills for customers working independently in the Library

Policy 6.2C.4

Promote and Publicize the Library so collections and services are known to a wide range of Sunnyvale residents and businesses

Action Statements:

6.2C.4a. Publicize Library materials through displays, booklists and flyers

6.2C.4b. Inform local businesses of Library services and resources

6.2C.4c. Explore the use of cable television to inform residents about the Library and to present Library services

6.2C.4d. Provide opportunities to make the Library visible during community events

6.2C.4e. Utilize media and computer capabilities to promote and publicize the Library

Facilities

Goal 6.2D

Maintain Library facilities and materials that are easily obtainable and appropriate based on changing community needs

Policy 6.2D.1

Provide access to the Library and materials

Action Statements:

6.2D.1a. Place materials on open shelves so users may serve themselves to all materials in the collection

6.2D.1b. Arrange and display materials so they are easily accessible to all library visitors of different ages and mobility

6.2D.1c. Review the need to provide library signs in languages other than English

6.2D.1d. Monitor changing community needs and patterns of Library use and adjust hours as indicated

Policy 6.2D.2

Maintain a full service Library adequate to meet community needs

Action Statements:

6.2D.2a. Study the space needs of the Library as the population grows and diversifies and recommend the most appropriate configuration for services and facilities.

6.2D.2b. Provide a variety of areas in the Library to permit individual and group study, browsing and comfortable seating for recreational reading

6.2D.2c. Provide a children's room environment unique to the needs of children and families

6.2D.2d. Give high priority to developing Library facilities where the Library is a common focal area for the community and to provide meeting spaces for community activities, public discussion and programs for groups of different sizes

6.2D.2e. Explore the feasibility of retail and/or food/beverage service and space for Library customers

6.2D.2f. Periodically assess the adequacy of public points of contact for library services

Technology

Goal 6.2E

Use new technology to optimize the development and delivery of library services

Policy 6.2E.1 **Serve as an access point in the distribution of information in digital formats and other formats that evolve in the future**

Action Statements:

6.2E.1a. Give high priority to assisting Library users to evaluate and manage information found on the Web and other digital resources

6.2E.1b. Continue to provide opportunities to read and learn as digital formats evolve

6.2E.1c. Provide up-to-date reference information in electronic formats

6.2E.1d. Provide a Library Web page and other Internet content for Library customers and explore other ways to maximize library information through the Internet as it evolves

6.2E.1e. Use systems that will allow patrons to tailor information to their needs

6.2E.1f. Monitor the development of new technologies that will enhance efficient and effective delivery of information

Policy 6.2E.2 **Evaluate new technologies to improve the delivery of library services**

Action Statements:

6.2E.2a. Integrate new technologies that meet customer needs in order to be more effective and efficient in delivering services

6.2E.2b. Continuously develop an infrastructure for technology-based library services

6.2E.2c. Further develop the online integrated library system to maximize its capabilities

6.2E.2d. Explore the potential for resource sharing and cost savings among libraries through compatible automation systems

Collaboration and Customer Focus

Goal 6.2F

Foster a collaborative organization to attain a high performance and customer-focused Library

Policy 6.2F.1 **Establish cooperative relationships to maximize the effectiveness of Library services**

Action Statements:

6.2F.1a. Partner with local businesses and educational institutions to accomplish mutual goals

6.2F.1b. Collaborate with City of Sunnyvale departments to achieve municipal goals

6.2F.1c. Participate in regional and statewide library cooperative activities to strengthen library services for Sunnyvale residents

6.2F.1d. Cooperate with other libraries to provide access for Sunnyvale residents to the total library resources of the area and participate in the State of California universal borrowing program enabling Sunnyvale residents check out materials at no charge from participating public libraries in California

6.2F.1e. Support activities of the Sunnyvale Board of Library Trustees in its advisory role to the City Council including Library policy review, receiving input from Library users, and advocacy for the Library

6.2F.1f. Cooperate with such organizations as the Friends of the Sunnyvale Library in their efforts to support and promote library services

6.2F.1g. Participate in the City Volunteer Program

6.2F.1h. Explore the establishment of a Library Foundation

6.2F.1i. Seek grant funding to enhance library services

6.2F.1j. Work with library organizations to support free access to information in all formats for library users through copyright law advocacy related to issues such as first sale and fair use principles

Policy 6.2F.2 **Incorporate community input and use other tools to assess the effectiveness of library services**

Action Statements:

6.2F.2a. Study outcomes in other libraries to assess if we are meeting state and nationwide standards of library quality and services

6.2F.2b. Seek community input regularly to assess resident opinion and experience of library services and use this information to continuously improve library customer service

6.2F.2c. Analyze statistical data to obtain a clear picture of Library use and to continuously improve the collection and services

Policy 6.2F.3 **Maximize the skills and knowledge of the Library staff to deliver high quality Library services**

Action Statements:

6.2F.3a. Provide staff training and development to achieve a high level of customer service

6.2F.3b. Encourage a team approach to accomplishing Library goals

6.2F.3c. Provide a flexible career path and advancement opportunities for Library staff

6.2F.3d. Recognize the need to create new leaders in a changing library environment

Policy 6.2F.4 **Adopt practices and systems which streamline workflow to make library services and materials available to the public**

Action Statements:

6.2F.4a. Value the multiple demands on customers' time and provide services efficiently

6.2F.4b. Encourage customers to be self-sufficient when possible in order to allow Library staff to do what is most important to serve the customers

6.2F.4c. Provide careful assessment of new initiatives and the resources needed to accomplish them

Appendix A
Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

Adopted June 18, 1946.
Amended February 1, 1961,
June 27, 1967,
and January 23, 1980,
by the American Library
Association Council

- Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library services. Materials should not be excluded because of the origin, background or views of those contributing to their creation.
- Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- Libraries should cooperate with all persons and groups concerned with resisting abridgement of free expression and free access to ideas.
- A person's right to use a library should not be denied or abridged because of origin, age, background or views.
- Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Appendix B

Freedom to View Statement

The freedom to view, along with the freedom to speak, to hear and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

- To provide the broadest access to film, video and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantees of freedom of expression.
- To protect the confidentiality of all individuals and institutions using film, video and other audiovisual materials.
- To provide film, video and other audiovisual materials which represent a diversity of views and expressions. Selection of a work does not constitute or imply agreement with, or approval of, the content.
- To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video or other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
- To contest vigorously, by all lawful means, every encroachment upon the public's freedom of view.

This statement was originally drafted by the Freedom of View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.

Endorsed by the ALA Council January 10, 1990

Adopted by the
Council of the American
Library Association
February 3, 1999

Appendix C

Libraries: An American Value

Libraries in America are cornerstones of the communities they serve. Free access to the books, ideas, resources, and information in America's libraries is imperative for education, employment, enjoyment and self-government.

Libraries are a legacy to each generation, offering the heritage of the past and the promise of the future. To ensure that libraries flourish and have the freedom to promote and protect the public good in the 21st century, we believe certain principles must be guaranteed.

To that end, we affirm this contract with the people we serve:

- We defend the constitutional rights of all individuals, including children and teenagers, to use the library's resources and services;
- We value our nation's diversity and strive to reflect that diversity by providing a full spectrum of resources and services to the communities we serve;
- We affirm the responsibility and the right of all parents and guardians to guide their own children's use of the library and its resources and services;
- We connect people and ideas by helping each person select from and effectively use the library's resources;
- We protect each individual's privacy and confidentiality in the use of library resources and services;
- We protect the rights of individuals to express their opinions about library resources and services;
- We celebrate and preserve our democratic society by making available the widest possible range of viewpoints, opinions and ideas, so that all individuals have the opportunity to become lifelong learners – informed, literate, educated and culturally enriched.

Change is constant, but these principles transcend change and endure in a dynamic technological, social and political environment.

By embracing these principles, libraries in the United States can contribute to a future that values and protects freedom of speech in a world that celebrates both our similarities and our differences, respects individuals and their beliefs, and holds all persons truly equal and free.

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Appendix D

Sunnyvale Library Roles

Rankings from the 2001 Sunnyvale Library Future Needs Assessment

	% Selecting
Reference Library with librarians providing timely, accurate and useful information for visitors in person and on the phone	68
Children's Library providing materials and collections to encourage young children to read and learn	66
Independent Learning Center supporting people of all ages following their own personal learning objectives	63
Education Support Center assisting students of all ages to meet education requirements through formal study	57
Popular Materials Library with current, high demand materials in many formats for visitors of all ages	52
Government Information with resources about elected officials and government agencies	37
Community Information Center providing current information about local community organizations, social services and events	36
Consumer Information providing information on product purchase and repair	35
Business and Career Information Center for investors and individuals pursuing a career change	34
Literacy Center providing tutoring and materials to build reading skills	33
Research Center with librarians and materials to assist researchers conduct in-depth study in selected areas	33
Local History with materials about the history of Sunnyvale	31
Community Activities Center providing meeting rooms for both library programs and Community meetings and activities	30
Cultural Awareness offering materials that reflect the heritages of library visitors	30
Information Literacy services helping customers develop skills to find and evaluate information, including Internet training and access	29

Appendix E

Importance of Library Services

Rankings from the 2001 Sunnyvale Library Future Needs Assessment.

	Very / Somewhat Important
Quality of Adult book collection	97%
Helpfulness of Library staff	96%
Access to reference materials	95%
Computers for access to Library catalog	93%
Availability of quiet areas for reading / working	88%
Quality of Children's/Young Adult book collection	81%
Quality of magazine/newspaper collection	79%
Quality of video/DVD collection	76%
Computers for access to Internet or other electronic resources	74%
Quality of books-on-tape collection	56%
Quality of foreign-language materials	54%
Availability of rooms for small study groups	52%
Availability of rooms for programs and events	51%
Computers for word processing	50%

Appendix F

Sunnyvale Library Customer Satisfaction Survey

This is a profile of the six areas, which are periodically assessed through the Library outcome budget process.

	Very Good/ Good and Average	Poor
Library Service Overall		
2002	98%	2%
2001	98%	2%
2000	98%	2%
Helpfulness of Library Staff		
2002	98%	2%
2001	98%	2%
2000	98%	2%
Safety of Library Facility		
2002	99%	1%
2001	99%	1%
2000	100%	0%
Appearance of Library		
2002	98%	2%
2001	98%	2%
2000	99%	1%
Library Hours		
2002	98%	2%
2001	99%	1%
2000	97%	3%
Availability of Materials		
2002	98%	2%
2001	98%	2%
2000	96%	4%